

Annual Report 2005 - 2006





"Special thanks to the girls of Juniperina 2006 and Sunning Hill School art teacher, Anita Hawkins, for the art project which appears on the front cover of this report"

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Letter to the Minister

The Honourable Tony Kelly MLC
Minister for Justice
Minister for Juvenile Justice
Minister for Emergency Services
Minister for Lands and
Minister for Rural Affairs
Level 34, Governor Macquarie Tower
1 Farrer Place
SYDNEY NSW 2000



Dear Minister

In accordance with the *Annual Reports (Departments) Act* 1985, I have pleasure in submitting to you, for presentation to Parliament, a report on the activities and financial affairs of the Department of Juvenile Justice for the period from 1 July 2005 to 30 June 2006.

Yours sincerely

Janfmara.

Jennifer Mason Director General Department of Juvenile Justice



The year 2005–2006 has been a busy one on many fronts, highlighted by several significant achievements for the Department of Juvenile Justice.

The heavy program of building construction work worth nearly \$55 million, which has been underway for several years at two sites was completed.

Major rebuilding and additions to Reiby Juvenile Justice Centres at Airds were completed and officially opened by the Minister.

The major construction of the Juniperina Juvenile Justice Centre, a centre for girls and young women, was completed and officially opened by the former Minister in August 2005.

The finalisation of construction of these centres marks a major landmark in the process of renewing accommodation stock across the state to create an environment that is both more secure and more conducive to rehabilitation.

Departmental staff, whether in the detention centres, in community offices, or in Youth Justice Conferencing, deal with some of the most difficult young people in the state. DJJ staff are dedicated to investing intensive resources in turning these young peoples'

lives around and diverting them from the slide into adult custody.

Throughout the year the Department continued to refine its programs with a renewed emphasis on evidence based interventions. A particular focus has been, and will continue to be, our efforts with young Aboriginal people.

I thank all staff and community partners for their efforts to achieve these outcomes. The Department appreciates the support it has received from the Hon. Tony Kelly and his staff.

Janfinasa.

Jennifer Mason Director General

juvenile justice



The Juvenile Justice Environment



The term *juvenile justice* is generally used to refer to a state's criminal justice responses to children who have allegedly committed a criminal offence or have been found to have committed a criminal offence. Different aspects of these criminal justice responses are administered in NSW by various government agencies.

In NSW the age of criminal responsibility commences at 10. Under criminal law a child is a person under 18 years.

In some states, the function of juvenile justice resides within human services agencies and is not viewed purely within a criminal justice context. In NSW the Department of Juvenile Justice is considered both a justice and human services agency.

The Police

The detection and investigation of crime is the responsibility of NSW Police. For eligible and entitled young offenders, police may use the alternatives to court of warnings, cautions or referrals to youth justice conferences that are set out in the *Young Offenders Act* 1997. In court proceedings, less serious juvenile charges brought by the police are dealt with by the Children's Court under the provisions of the Children (*Criminal Proceedings*) Act 1987. Police charges for serious offences are dealt with by the District and Supreme Courts.

Legal Representation

All children in NSW against whom criminal proceedings are commenced are entitled to free legal representation.

Under the *Young Offenders Act* young people must be informed of their right to speak to a lawyer before making any admission or statement to the police, and be told how they can exercise this right. The Children's Legal Service of Legal Aid NSW provides free telephone legal advice for all children in police custody in NSW. Aboriginal children who are

taken into police custody are legally entitled to speak immediately to a solicitor from the Aboriginal Legal Service.

Lawyers from the Children's Legal Service represent children in criminal matters in the specialist Children's Courts in metropolitan Sydney (including the Youth Drug and Alcohol Court). Legal Aid pays private solicitors to represent children at Local Courts sitting as Children's Courts outside Sydney.

The Department of Juvenile Justice funds the Children's Visiting Legal Service (Legal Aid Commission of NSW) to give free legal advice and assistance to young offenders in the Department's eight Juvenile Justice Centres.

The Courts

The commencement, conduct and outcome of court proceedings against children alleged to have committed an offence and who are not eligible to be dealt with under the *Young Offenders Act* are governed principally by the Children (Criminal Proceedings) Act 1987.

The Children (Criminal Proceedings) Act sets out the principles applicable to all courts exercising criminal jurisdiction with respect to children.

These are (section 6):

- (a) that children have rights and freedoms before the law equal to those enjoyed by adults and, in particular, a right to be heard, and a right to participate, in the processes that lead to decisions that affect them.
- (b) that children who commit offences bear responsibility for their actions but, because of their state of dependency and immaturity, require guidance and assistance.
- (c) that it is desirable, wherever possible, to allow the education or employment of a child to proceed without interruption.

The Juvenile Justice Environment

- (d) that it is desirable, wherever possible, to allow a child to reside in his or her own home.
- (e) that the penalty imposed on a child for an offence should be no greater than that imposed on an adult who commits an offence of the same kind.

Section 33 of the *Children* (*Criminal Proceedings*) *Act* permits the courts to make any of the following orders: a dismissal and/or caution, a good behaviour bond with or without supervision, a fine, referral to a youth justice conference, conditional or unconditional probation, a community service order, or an order that confines a young person for a specified period to detention.

The Department of Juvenile Justice

The main responsibilities of the Department are the administration of youth justice conferences and the supervision of young offenders on community-based or custodial orders made by the courts.

The Department's work also includes: support for young offenders making applications for bail; supervision of young offenders who are on conditional bail; supervision of young people remanded in custody pending finalisation of their court matters; and the preparation of reports for the consideration of the courts in determining whether to make a control order.

The Department also provides funding to a number of community agencies to assist juvenile offenders and their families.

juvenile justice



Overview



Our Vision

Striving to break the juvenile crime cycle.

Our Statement of Purpose

Working together to provide services and opportunities for juvenile offenders to meet their responsibilities and lead a life free of further offending.

Who We Are

The Department of Juvenile Justice was established as an autonomous government body in 1991 and as a Schedule 1 Department in 1993.

The Department serves the community by working to reduce the risk of re-offending by young people who have been charged with or who have committed criminal offences.

The Department's head office is located in Sydney, housing the Office of the Director General along with the Operations, Management Services and Youth Justice Conferencing directorates and the Research, Planning & Evaluation Branch.

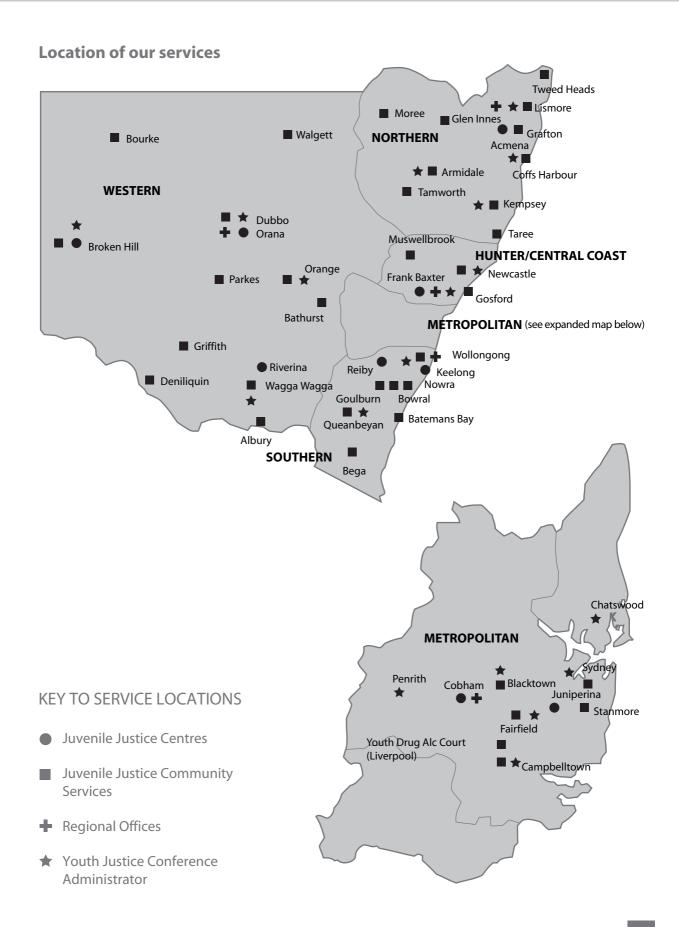
Across the state, the Department has 18 youth justice conferencing offices and 37 juvenile justice community offices. The majority of these offices are co-located. The Department also has eight juvenile justice centres located throughout the state and one six-bed short-term accommodation unit located at Broken Hill.

During 2005-2006, the average full time equivalent staff employed in the Department, including casual staff was 1,480. The Department's staff include many people from Aboriginal and culturally and linguistically diverse backgrounds to help the Department best identify and address young offenders' issues.

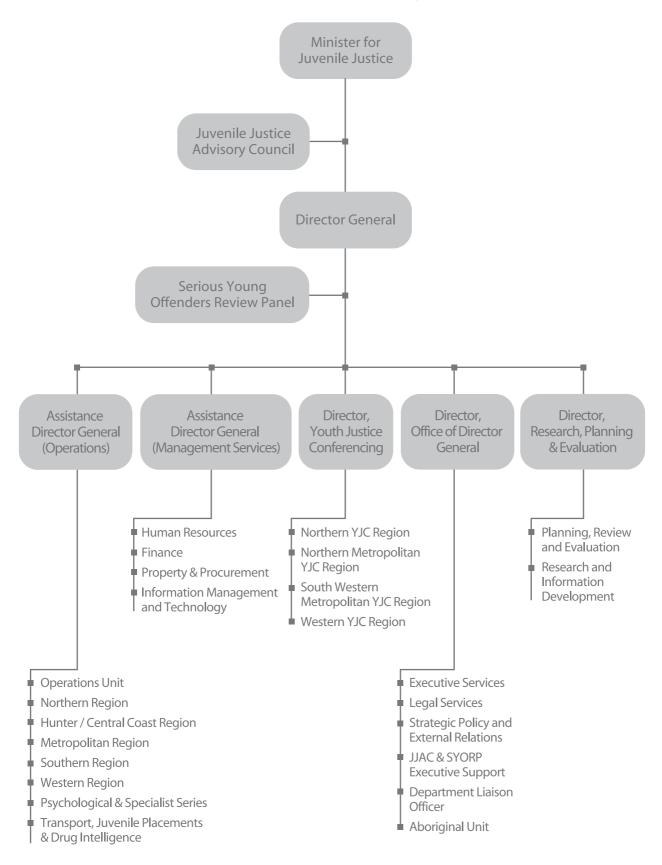
What We Do

The Department helps young offenders, families, victims and communities by:

- administering and managing the youth justice conferencing scheme, in accordance with the Young Offenders Act 1997;
- providing supervision to young people on bail for their court matters at the direction of the courts;
- providing formal supervision of juvenile offenders whom the courts have placed on good behaviour bonds, probation orders, community service work orders, parole orders and suspended sentences;
- providing secure and safe care of young offenders who are sentenced to custody by the courts or who are remanded to custody in a juvenile justice centre pending the finalisation of their court matters; and
- providing custodial services at six specialist Children's Courts and the secure transportation of detainees between centres, to appointments and from centres to courts.



Department of Juvenile Justice Organisation Chart



The Young People With Whom We Work

The Department of Juvenile Justice works with offenders who, at the time of their offences, were between the ages of 10 and 17 years. These young people are referred to the Department by the police or courts.

Young people under the age of 18 who are involved in crime represent a relatively small proportion of the state's population.

Records of the Department of Juvenile Justice show that in 2005-2006 for every 1,000 people aged 10-17 resident in NSW:

- 10.6 had a criminal matter finalised in the Children's Court;
- 6.8 were convicted and/or sentenced in these finalised matters;
- 1.9 were given sentences requiring the Department to supervise them in their community; and
- 0.6 were sentenced to detention.

Source: Department of Juvenile Justice Children's Court Information System and 2001 Census Data from the Australian Bureau of Statistics.

For those young people who become involved in crime, the factors associated with that involvement are complex and varied. Often these factors are the same as those that relate to the difficulties young people experience in other aspects of their lives. They can include, but are not limited to, alcohol and substance abuse, poor parental supervision, difficulties in school and employment, mental health issues, homelessness, neglect and abuse.

Several government Departments, including the Department of Juvenile Justice, work closely with young people who have some or all of these characteristics. The Department works collaboratively with other human services and justice agencies to further a whole-of-government approach in addressing these factors to improve outcomes for young people and communities.

Our Partners

To deliver services and programs for young people, the Department works closely with various government agencies, including the following:

- Department of Education and Training
- NSW Police
- Area Health Services
- Justice Health
- Department of Ageing, Disability and Home Care
- Department of Community Services
- Department of Corrective Services
- Department of Housing

Further information on our work with our partner agencies is contained in chapters five and six.

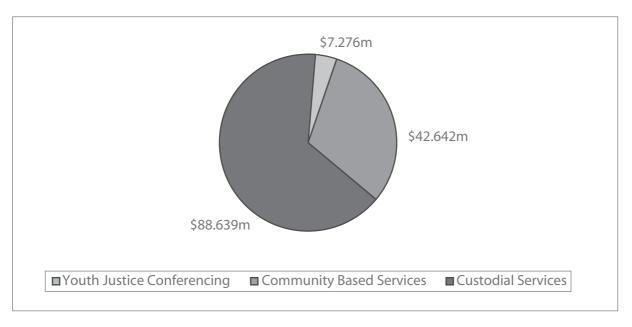
The Department also allocates funding primarily to community agencies to deliver programs to provide the support that juvenile offenders need in the community to keep them from re-offending. The program types include:

- Post-Release Support Programs
- Accommodation Support Programs
- Local Offender Programs
- Alcohol and Other Drug (AOD) Programs
- The Employment Skilling Program
- The Children's Visiting Legal Service (Legal Aid Commission)

<u>Financial Summary</u>

Total recurrent expenditure for the Department in 2005-2006 was \$138.56m. Expenditure for each service category (including both direct and indirect costs) is indicated in the chart below.

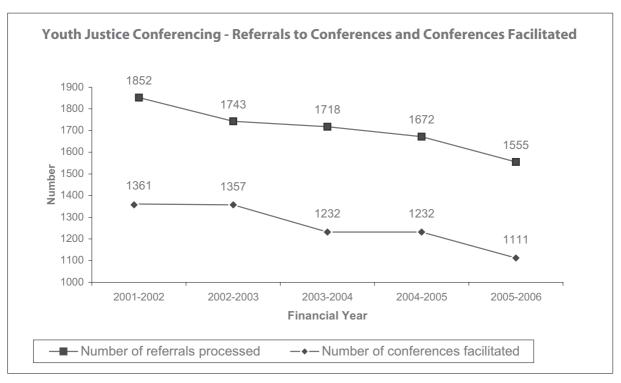
2005 - 2006 Expenditure



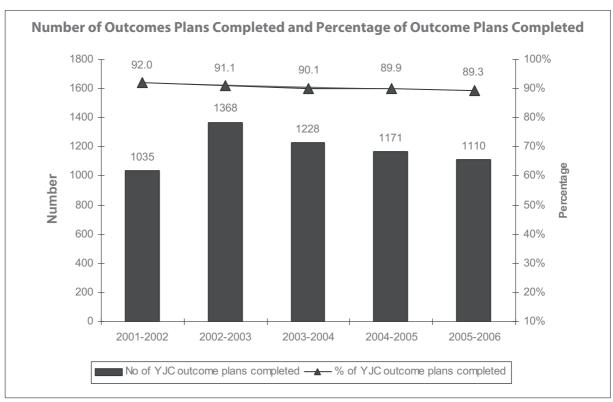
Service Trends

The charts below provide data in key service provision areas of the Department.

Youth Justice Conferencing

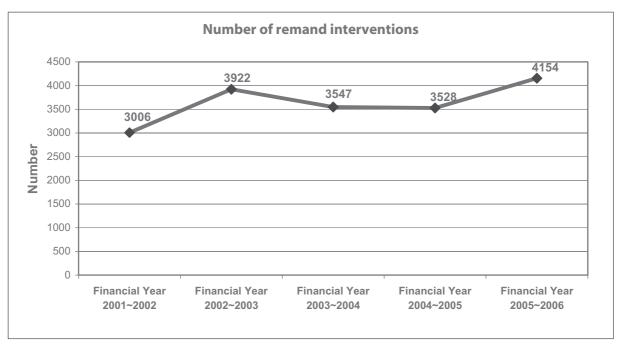


Youth Justice Conferencing

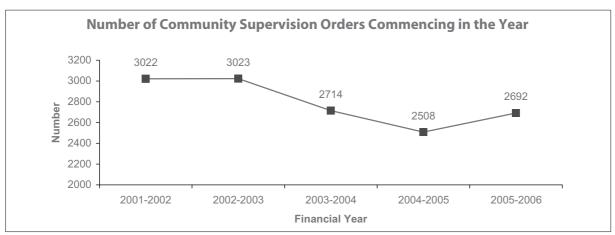


Source: DJJ CIMS Standard Reporting Data base

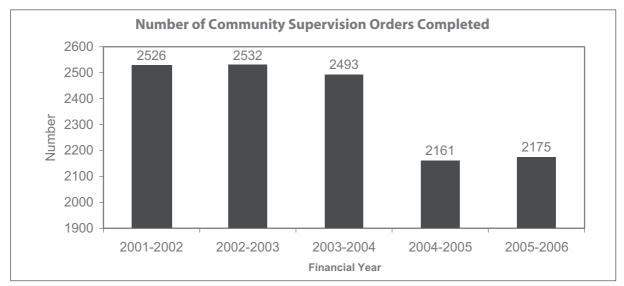
Community-Based Services



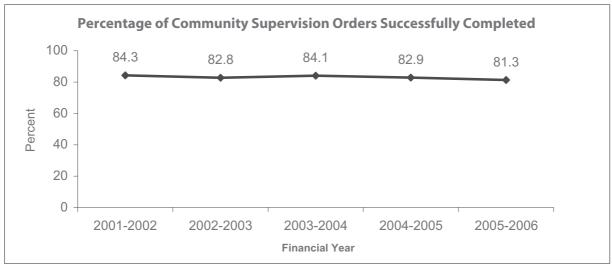
Community Based Services



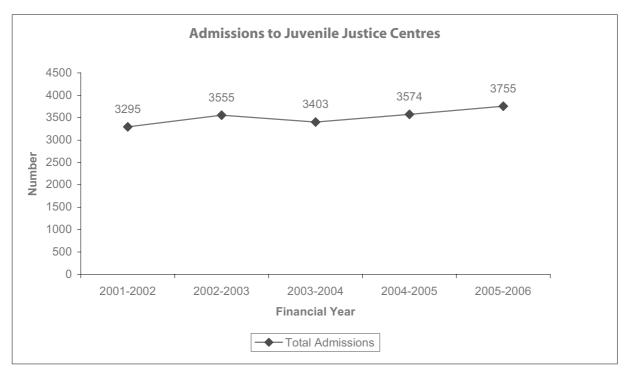
Source: DJJ CIMS Standard Reporting Data base



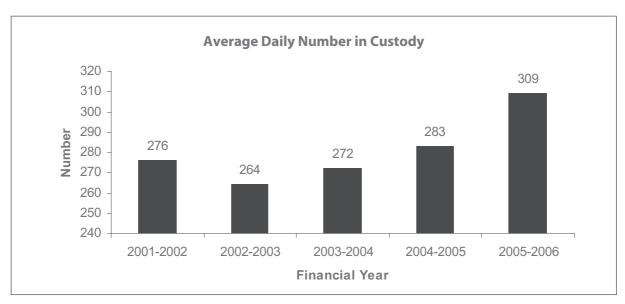
Source: DJJ CIMS Standard Reporting Data base



Custodial Services



Source: DJJ CIMS Standard Reporting Data base



Source: DJJ CIMS Standard Reporting Data base

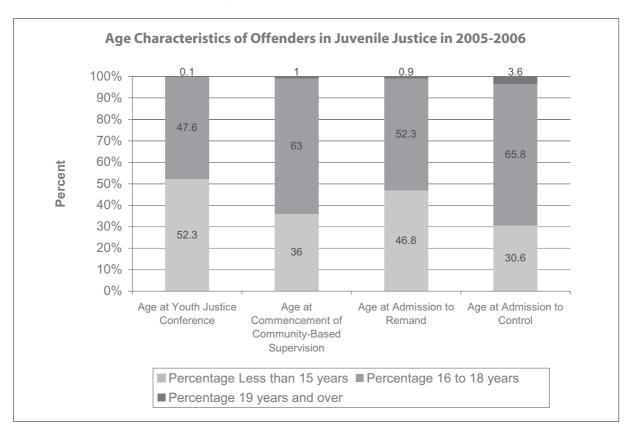
Explanatory Note: Figures exclude young people held at the Kariong Centre from 2001-2002 to 2005-2006 (Kariong transferred to Department of Corrective Services in 2004).

Some Characteristics of the Young People with whom we Work

Age of Young Offenders

The chart below gives an indication of the ages of young people who came into contact with the Department over 2005-2006. For young offenders under the Department's community-based supervision, and for those who have been sentenced to a period in detention, approximately twice as many were between the ages of 16 and 18, than were 15 years of age

and less. Of the young offenders who attended a youth justice conference, a slightly higher proportion were less than 15 years of age. The figures show little variation from previous years.

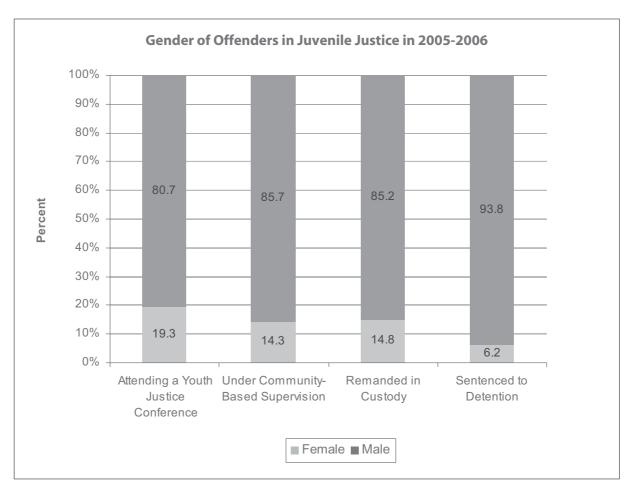


Source: DJJ CIMS Standard Reporting Data base

Gender of Young Offenders

The chart below shows the percentage of young offenders in contact with the Department in 2005-2006 according to

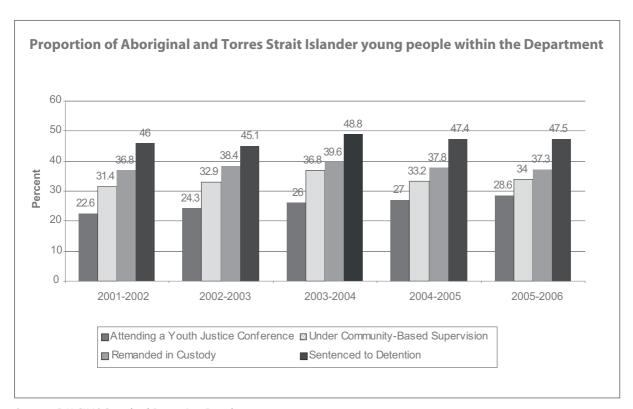
whether they were male or female. The percentages show minimal variation from previous years.



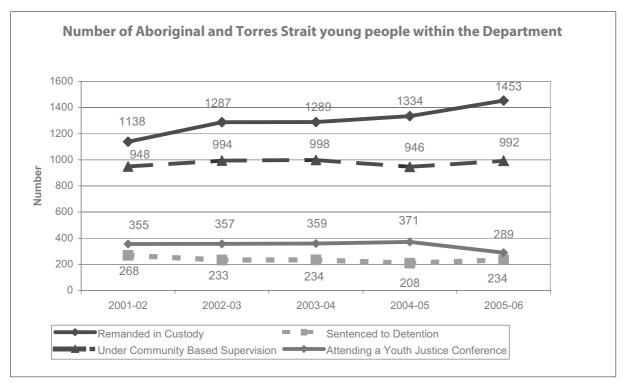
Source: DJJ CIMS Standard Reporting Data base

Indigenous Status of Young People in Juvenile Justice

Aboriginal young people are over-represented in the juvenile justice system. The factors relating to this over-representation are complex and cross many social, economic and government policy and service delivery areas. The following chart shows the proportion of those young people attending a youth justice conference or undertaking court ordered supervision by the Department during the years 2001-2002 to 2005-2006 who were Aboriginal and/or Torres Strait Islander.



Source: DJJ CIMS Standard Reporting Data base



Mechanisms for Feedback

The Department encourages feedback from young people, their families, advocates and community groups and from all participants in youth justice conferences. This feedback helps to address systemic barriers to effective service delivery and is critical for the improvement of the Department's services to its clients and stakeholders. The Department enables young people, stakeholders and staff to provide feedback on its services through the following:

Policy

 Resolution of Client Complaints Policy – in which the Department's policy sets out avenues for the resolution of client complaints and mechanisms for making complaints.

Information

- Brochures in various community languages on how to make complaints are available to young offenders and other participants (which also include victims, police and others) in youth justice conferences.
- All participants in youth justice conferences (YJCs) are also given the opportunity to provide anonymous written feedback to YJC Managers about their experiences in pre-conference preparation and in the conference itself.
- All community-based services offices are required to display posters and leaflets that inform young people of their right to contact the Ombudsman if they have any concerns or complaints about the Department.
- All correspondence and communication with young people informs the young person and their families that they are able to raise concerns with the manager of the relevant Juvenile Justice Community Services office. Client induction booklets for each juvenile justice centre, written in reader-friendly format,

- are distributed to young people on admission to centres. These booklets outline how clients may make complaints and provide service feedback.
- A new Family Kit for Pacific communities, currently in production, translates information into the various Pacific community languages.

Internal Review

- As part of regular inspections and quality reviews of juvenile justice centres, the Department's senior management conducts detainee and staff focus groups in each centre to obtain their perspective on the centre's services. Matters requiring attention are incorporated into each centre's action plan.
- In juvenile justice centres, elected detainee representative committees provide feedback to the manager and initiate suggestions for the improvement of client services and the custodial environment.
- The Professional Conduct Committee assesses allegations of misconduct and reportable conduct by employees of the Department. The committee also provides advice to the Director General on any matters relating to an investigation, upon request by the Director General.

External Review

- Official Visitors prepare six-monthly reports to the Minister following their liaison with young people in custody. The Department is required to resolve operational or client problems identified in these reports.
- Full-time and part-time chaplains are engaged in juvenile justice centres providing support to young people in detention and feedback to centre management on issues affecting detainees.
- Staff of the NSW Ombudsman's Office also visit juvenile justice centres and bring to the Department's attention any client complaints or issues needing urgent attention, including complaints made via the Arunta system.

Regular liaison meetings with senior officers of the NSW Ombudsman's Office and the Department of Juvenile Justice commenced in February 2003 and are continuing. The purpose of these meetings is to ensure improved communication between the parties, providing the NSW Ombudsman with an understanding of the department's business, and providing the department with clarity regarding the Ombudsman's Office legislative requirements.

Systems

- The Arunta telephone system in juvenile justice centres allows detainees to directly contact the Office of the Ombudsman.
- The Legal Aid Commission's Children's Visiting Legal Service is funded to advise and represent young people held in the Department's juvenile justice centres. Solicitors from this service may also act as support persons through whom clients can provide feedback to the Department.

juvenile justice



Youth Justice Conferencing and the Young Offenders Act

Youth Justice Conferencing - Aboriginal Designed Logo

Outer Story

The circle symbolises the meeting of people, the half circle represents people sitting around the circle to talk about a common problem. Dots leading into the centre dot symbolise an exchange of ideas. The centre dot symbolises the meeting of minds

Inner Story

Youth Justice Conferencing brings the young person, young person's support people, victim, victim's support people and police together to participate in a process that enables the young person to take responsibility for his/her actions and to take steps to heal the harm caused to the victim.

The conference convenor facilitated conference will allow all the participants to tell their stories. The young person and victim will agree on a course of action for the young person to make reparation to the victim.



Youth Justice Conferencing and the Young Offenders Act

Objective

Youth justice conferences operate within the terms of the *Young Offenders Act* 1997. They are available for offences committed by children and young people that are too serious to be dealt with by police warnings or formal cautions. Conferences can be held for the vast majority of offences commonly committed by children and young people but not for offences that cause the death of a person, sexual assaults, serious drug offences (such as possession of large quantities, supply and trafficking), breaches of apprehended violence orders, and traffic offences where the offender is old enough to hold a permit or a licence.

The Young Offenders Act requires consideration of whether a warning, a caution or a conference is the least intrusive way to deal with the young offender, consistent with the circumstances of the offence.

The objects, principles, purposes and operational rules for youth justice conferences are contained in the *Young Offenders Act* 1997 (the Act).

The primary object of youth justice conferences (section 3 of the Act) is:

- (c) to establish and use youth justice conferences to deal with alleged offenders in a way that:
 - enables a community based negotiated response to offences involving all affected parties;
 - (ii) emphasises restitution by the offender and acceptance of responsibility by the offender for his or her behaviour; and
 - (iii) meets the needs of victims and offenders.

Background

The Department is responsible for administering Part 5 and Schedule 1 of the Act. These parts set out the provisions governing the administration of youth justice conferences, and the status and

conditions of engagement of youth justice conference convenors. Since 1998, the operation of the Act has contributed to a significant decline in the number of finalised appearances in the Children's Courts.¹

Section 34 sets out the specific principles and purposes of the Act applicable to youth iustice conferences. Youth iustice conferences draw from the perspectives and practices of restorative justice. These perspectives define justice as restoration, and see crime as an injury that requires repair and healing for those who have been affected. Conferences bring together young offenders, their families and supporters and the victims of their offences and their supporters. Others entitled to participate include police, cultural advisers, and specifically qualified support people for those with, for example, an intellectual disability. Ideally conferences are held at a time and in a community setting that is suitable for the majority of participants. Convenors meet with and prepare all potential participants before a youth justice conference. At the conference, the convenor works as a neutral facilitator, enabling all participants to talk freely with each other about what happened at the time of the offence, who was harmed and how, and what needs to be done to make up for the harm caused. Young offenders and any other participants with special needs are supported to participate in the process to the extent of their capacity to do so. The process can be adapted to suit participants' communication and cultural practices. conferences run for between one and two hours.

Both police and courts can make referrals to youth justice conferences, which, where practicable, must be held within 21 days of receipt of a referral.

-Youth Justice Conferencing and the Young Offenders Act

The participation of victims is voluntary. Some victims need to be given sufficient time to consider the benefits of participation for them. Preparation time can be significant for conferences that involve more than one young offender and more than one victim.

Conferences are most likely to achieve the legislated aims when all potential participants are adequately prepared for the conference, and when convenors take care to ensure that all present at the conference, including young offenders, are able to fully participate to the extent of their capacity to do so.

Outcome plans agreed at youth justice conferences consist of a set of tasks to be undertaken by the young offender, that repair the harm caused by the offence, help the young offender to take responsibility for their actions, and facilitate their (re)integration into their community of care. Both young offender(s) and victim(s) who participate in the conference must agree to the plan.

The conference administrator works with community members identified before and during the conference to closely monitor completion of outcome plans. About 90 percent of all young offenders complete all the tasks in their outcome plan - many do so well before the end date or within the time agreed at the conference.

During the course of preparation for a conference for an offence in which police were assaulted and injured, the young person and his parents disclosed to the convenor that he was suffering from Asperger's Syndrome. The young person was adamant that he did not want to hide behind his medical condition as an excuse for his offence. Over a two year period prior to the commission of the offence, the young person's mother had gone to a number of local agencies offering

help with anger management, but had not been able to find any that were willing to work with her son and the family in dealing with the effects of the syndrome, one of which was a reduced ability to deal with anger and a tendency to violence. The convenor was able to link them to a counsellor at Centacare before the conference. The conference was attended by the police and provided all of the participants with a sense of closure. Together with Juvenile Justice Community officers, local councils and other government and community organisations, the YJC Manager is now working to establish a network of support for young people and parents struggling to deal with the effects of Asperger's and other mental health conditions that are linked with violent behaviour. (South Western Sydney, May 2006)

Personal accounts are important in assessing the impact of youth justice conferencing:

A young Aboriginal man participated in a recent conference for a serious driving offence relating to a motor vehicle accident in which some of his friends were seriously injured. Respected members of the local Aboriginal community, the local police Aboriginal Community Liaison Officer, members of the young person's family, and the young people who had been injured participated in the conference. As part of his outcome plan, the young person agreed to participate in an anonymous interview with the local radio station. He is very keen to make a positive contribution to his peers within the local community about his own experiences and the lessons he has learned from an incident that could otherwise have resulted in his spending time in custody. (Southern Highlands, June 2006)

Youth Justice Conferencing and the Young Offenders Act

Some conferences have resulted in significant, life changing outcomes for young offenders and their families:

A young man of 20 attended a youth justice conference as the support person for his younger brother. At the conference he revealed that he had participated in a conference for an offence three years ago as an offender. He talked about the impact that meeting the victim at the conference had on him, and how this had caused him to rethink his life. He now has a steady girlfriend, a permanent job, is renting his own unit, has a car, a small runabout boat and a motorcycle – all obtained legally by his own efforts. (Coffs Harbour YJC, June 2006)

Research on Youth Justice Conferences

The NSW Bureau of Crime Statistics and Research has published two reports on the results of research on youth justice conferences. The first² found that participants in youth justice conferences are much more likely to be happy with the way their case was handled than they are with the way cases are handled in court. The second³ study found that:

Conferencing has the effect of reducing or delaying subsequent reoffending as measure by subsequent court appearances or conferences. ... When the effects of other factors are controlled for, it appears that both the risk of re-offending and the rate of reappearances per year in the follow-up period are about 15-20 percent lower for those who had a conference than those who went to court (page 13 of the Luke and Lind 2002 report).

Follow up periods ranged from 27 to 39 months depending on the date of first appearance.

The Bureau has also now included data on young offenders who have participated in youth justice conferences in its reoffending data base.

The Bureau's research, together with continuing qualitative accounts from conference participants, indicates that properly facilitated youth justice conferences are an effective and efficient way of responding to youth crime.

The findings and recommendations from a PhD⁴ study on decision-making in youth justice conferences that was completed in 2004-2005 are now being utilised to improve convenor practice in youth justice conferences.

Work continued in 2005–2006 on a second University of NSW PhD, commenced in 2004-2005, investigating the relationship between the backgrounds of youth justice conference convenors and their development as experienced professional practitioners of restorative justice.

In November 2005 the Sydney Institute of Criminology published a monograph on the implementation and operation of the Young Offenders Act, Reshaping Juvenile Justice: The NSW Young Offenders Act 1997, edited by Professor Janet Chan of the University of NSW.

Organisation

Locations

The Department administers the scheme of youth justice conferences throughout NSW via a central directorate and a network of contracted youth justice conference convenors. There are seven metropolitan and 11 rural and regional offices, each staffed with a full-time youth justice conference administrator/manager and a clerical officer.

Most of the offices are located in the Department's Juvenile Justice Community Offices - at Blacktown, Campbelltown, Fairfield, Surry Hills, Armidale

-Youth Justice Conferencing and the Young Offenders Act

(identified position), Coffs Harbour, Gosford, Kempsey (identified position), Lismore, Newcastle, Dubbo (identified position), Queanbeyan, Orange, Wagga Wagga and Wollongong. The Chatswood (North Sydney) and Penrith (Lower Blue Mountains) conferencing units are situated in 'stand alone' offices, while the Broken Hill office shares premises with the Far West Community Legal Centre.

YJC Managers

Youth justice conference managers are responsible for the administration and management of the scheme at the local level. Their responsibilities include, but are not limited to, co-delivering training for Specialist Youth Officers with NSW Police, negotiating appropriate referrals with accredited police Specialist Youth Officers, working with specialist children's lawyers to ensure young offenders have access to timely and appropriate legal advice, recruitment, training and supervision of youth justice conference convenors, and monitoring young people's progress in completing their outcome plans. Indigenous officers hold five of the 18 YJC manager positions.

YJC Convenors

Youth justice conference convenors are statutory office holders appointed by the Director General to prepare and facilitate youth justice conferences in accordance with the provisions of the Act and the 'section 49'5 guidelines. They are drawn from the communities in which the conferences for which they are responsible are held. Convenors must complete a four-day competency based training program to be eligible for initial and continuing appointment.

In 2005–2006, 72⁶ people successfully completed youth justice conference convenor training across NSW. Particular efforts have been made in all parts of NSW to recruit convenors

from Aboriginal and non-English speaking backgrounds.

At the end of the 2005-2006 financial year, 331⁷ people held current Instruments of Appointment as youth justice conference convenors. Of these, 226 (about 68 percent) were women, twenty-three (seven percent) were Aboriginal, and the remainder identified with 28 different cultural backgrounds, including Australian.⁸

Partners

NSW Police

The Youth Justice Conferencing Directorate works with NSW Police as the primary partners in the operation of the Act.

Part 5 of the Act contains provisions that are designed to engender positive working relations between youth justice conferencing staff and police Specialist Youth Officers (SYOs) at the local level. YJC managers work with Police Youth Liaison Officers (YLOs) so that all young offenders who are eligible to be dealt with under the Act can be dealt with in the least intrusive and most appropriate way. They also meet regularly to work together on a wide range of other tasks associated with the appropriate diversion of young offenders from more formal juvenile justice processes. Youth Liaison Officers also work directly with youth justice conference convenors in youth justice conferences.

The support provided for youth justice conferencing work by all the Police and Community Youth Clubs (PCYCs) in the area has been invaluable. The PCYCs have hosted youth justice conferences and accepted young people into their programs as part of the outcome plans.

Youth Justice Conferencing and the Young Offenders Act

Although such work is part of their core business, these PCYCs have gone above and beyond what could reasonably have been expected in providing support to young people and their families. They have worked hard to make a positive impact on young people's lives, and have demonstrated a real passion for their work and a strong commitment to the principles of the Young Offenders Act. (Wollongong YJC area, April 2006)

Since 1999, YJC managers and YLOs have jointly delivered specific training on the Act to a wide range of police in all parts of NSW. Successful completion of this training is a prerequisite to their appointment by the Commissioner of Police as an SYO, with power to make primary decisions about how young offenders are to be dealt with under the Act. The training package was developed jointly and is regularly updated by youth justice conferencing staff and training staff of NSW Police. A complete re-writing of the Specialist Youth Officers Training Manual was completed in 2005-2006.

Together with their local police colleagues, YJC managers jointly delivered 22 SYO training sessions for police during 2005-2006.9

Attorney General's Department

The Attorney General's Department chaired the Working Party responsible for drafting the 1996 Discussion Paper on Family Group Conferences and the Juvenile Justice System, undertook community consultation, and drafted the Young Offenders Bill. The Attorney General's Department is now responsible for the overall operation of the Act, and conducted an evaluation of the impact of the first three years in the operation of the Act.¹⁰

As the Department with overall responsibility for the operation of the Act, the Attorney

General's Department has worked closely with both this Department and NSW Police to achieve effective and efficient outcomes.

Youth Justice Advisory Committee

The Youth Justice Advisory Committee (YJAC), whose members are drawn from government and community and appointed by the Attorney General, reports to the Attorney on matters related to the operation of the Act. The committee is responsible, among other things, for overseeing appropriate monitoring and evaluation. Every six months, the NSW Bureau of Crime Statistics and Research provides YJAC with data on the numbers of young offenders dealt with by way of infringement notice, by way of warning, formal caution or referral to a youth justice conference, and those who are dealt with by the commencement of court proceedings. The committee utilises this data to fulfil their function of monitoring the impact of the operation of the Act.

Others

NSW Legal Aid, principally through its Children's Legal Service, the NSW Victims of Crime Bureau, Children's Court Magistrates and the NSW Commissioner for Children and Young People are also important colleagues in the effective operation of youth justice conferences.

The Victims of Crime Bureau has been a significant partner with youth justice conferencing staff in working to meet victims' rights and needs under the Act.¹¹

The Children's Legal Service and the YJC Directorate worked together to establish the free telephone hotline that allows all young people in police custody to access expert legal advice. Youth justice conferencing staff work in collaboration with solicitors from the Children's Legal Service, Aboriginal Legal Services throughout NSW and with private solicitors funded by Legal Aid, to ensure that face-to-face legal advice is provided to young offenders referred to youth justice conferences in appropriate cases.

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Other departments such as the Department of Community Services, the Department of Housing, NSW Fire Brigades, and the Department of Health have also contributed, as have the numerous youth and other community organisations that have worked collaboratively and closely with convenors and YJC managers in youth justice conferencing business.

Key Service Measures for 2005-2006

Referrals for conferences:

Referrals to a youth justice conference	
Total	1555
Police	745 (48%)
Courts	810 (52%)
Percentage of referrals to a youth justice conference for 'victimless' offences	6%

Source: DJJ CIMS Standard Reporting Data base

The offences for which young offenders were most commonly referred to a youth justice conference were assault, break and enter, theft, car theft and property damage.

Referrals resulting in a conference:

Number of referrals resulting in a youth justice conference	1111
Percentage of all referrals resulting in a youth justice conference	72 (52%)

Source: DJJ CIMS Standard Reporting Data base

 Fifty-five of these referrals were returned to the police for caution or other action after negotiation between YJC managers and Specialist Youth Officers according to the provisions of the Act.

Participation in conferences

Number of young people participating in youth justice conferences	1135
Total number of participants in youth justice conferences	6265
Percentage participation of victims or representatives in conferences held with identifiable victims	62%

Source: DJJ CIMS Standard Reporting Data base

Outcome Plans

Note: The Young Offenders Regulation 2004 allows six months for the completion of outcome plans. The number of outcome plans noted here are related to conferences held as a result of referrals received in the 2005 calendar year. These are the plans to be completed by approximately 30 June 2006.

Number of outcome plans agreed for referrals received between Jan 05 and Dec 05	1189 from 1200 referrals received
Number of occasions referring court did not approve the outcome plan	5
Number of occasions the young offender and victim were not able to agree to an outcome plan	2
Percentage of outcome plans that were successfully completed by 30 June 2006	89.3%

Youth Justice Conferencing and the Young Offenders Act

Major Achievements and Initiatives During 2005-2006

Projects

Projects completed or commenced in 2005-2006 include:

- Review and revision of the YJC Procedures Manual.
- Analysis of returned screens for intellectual disability, amendment of youth justice conferencing procedures to incorporate these results¹², and commencement of a scoping project in the Fairfield YJC region on participants with disabilities in collaboration with a number of community based disability organisations.
- Development of appropriate methods of providing training to youth justice conference convenors on child protection policies already incorporated in the YJC Procedures Manual.
- Preparation and publication on the Department's website of the Youth Justice Conference Convenors Quick Reference Guide.

Disability and Youth Justice Conferences

Following extensive discussions with representatives from the Criminal Justice Support Network and the Council for Intellectual Disabilities, and consultation with the Department's Psychological and Specialist Support Unit, all youth justice conference convenors were requested to complete a screening test between October 2004 and August 2005 for young people referred to a youth justice conference to identify whether they may have an intellectual disability. This data was collated and analysed in September 2005.

Throughout the trial, convenors identified a number of young people with a range of disabilities that might affect their ability to communicate effectively at a conference. These disabilities included mental health issues, ADHD, dyspraxia, attention deficit disorder, schizophrenia, behavioural problems, oppositional defiance disorder, learning/focus problems or poor communication skills, as well as intellectual disability.

Following this initial trial, a further project has been designed to scope the experiences of the conferencing process for both victims and young people with a disability in 2006-2007. Its focus is on disability in general so that it better encompasses the range of disabilities identified in the initial screening trial. The project will consider how the conferencing process can be modified to maximise opportunities for those with disabilities to communicate effectively and participate fully in the process. It aims to build the capacity of convenors to facilitate conferences where participants have disabilities, and this will have benefits in the longer term for all participants and for the whole conferencing process.

The agencies involved in this project include YJC, Criminal Justice Support Network (CJSN), the Department of Aging, Disability and Home Care's Behavioural Intervention Service, NSW Police, Justice Health's Adolescent Community Forensic Mental Health Service, and the Council for Intellectual Disability.

The scoping project commenced on 3 April 2006. It is taking place in the YJC area of Fairfield for the next 50 conference referrals from that date.

Child Protection Policies and Procedures

Considerable progress has been achieved in addressing 'child protection' requirements for YJC Managers and convenors in 2005-2006. In consultation with the Department's Legal Unit, YJC developed a series of amendments to the DJJ Client Protection Policy. The amendments recognise specific YJC processes that are consistent with the specialised nature of YJC practice.

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This policy review identified that the existing YJC Policy and Procedures Manual needed further updating. These updates will be completed in 2006-2007. In June 2006, YJC managers completed two days of Child Protection training. Following this training, Managers will hold briefings with convenors on the DJJ Client Protection policy and YJC client protection procedures.

Work will continue in 2006-2007 to address the remaining issues for YJC convenors' responsibilities under child protection legislation.

Youth Justice Conference Convenors Quick Reference Guide

The guide, developed by YJC Project officers and staff in 2005-2006, is designed to help convenors find the answers to questions that have most frequently been asked by new and experienced convenors since 1998. The guide refers convenors back to the original source documents that form the basis of their practice, including the *Young Offenders Act* 1997, the YJC *Policy and Procedures Manual, the* YJC *Convenor Training Manual,* and a number of other YJC and departmental policy documents.

The guide has been formatted so that new material can easily be included. In June 2006, the guide was published on the intranet, and on the internet, for convenor access.

Administrative and procedural changes

Convenors are not public servants, but are protected by and subject to Occupational Health and Safety, Worker's Compensation and Superannuation laws. The changes to administrative arrangements that were introduced in 2004-2005 included streamlining payment procedures and Occupational Health and Safety guidelines for convenors and conference participants. Work commenced in 2005-2006 to improve and streamline induction and training material with respect to these changes.

Memorandum of Understanding with NSW Fire Brigades

An MOU between the Department and NSW Fire Brigades (NSWFB) was signed by the respective CEOs on 31 May 2006. The MOU formalises arrangements between NSWFB and the Department's Youth Justice Conferencing Directorate for participation by NSWFB personnel in youth justice conferences held for fire related offences.

Feedback

Conference participants and convenors have provided feedback on their experiences of the outcomes achieved from youth justice conferences. The overwhelming majority indicate overall satisfaction with both process and outcomes. Some suggest improvements; others express regret that this way of dealing with crime is not available more generally.

Very few participants formally express dissatisfaction with the preparation, processes and/or outcomes of youth justice conferences. A total of six formal complaints about youth justice conferences were received in 2005-2006.¹³ All complaints were handled by the managers at the local level to the satisfaction of the complainant.

Challenges for 2006-2007

It is now on the public record on the basis of the available evidence that youth justice conferences are more challenging for young offenders, more satisfying for victims, more likely to reduce juvenile crime, and more efficient and effective than other more formal responses to youth crime. The challenges for 2006-2007 include maintaining appropriate diversion rates to youth justice conferences. Referral rates, rates of return to police of negotiated referrals, conferencing, participation and outcome plan completion rates will continue to be closely monitored. Any significant changes will be analysed, and where appropriate, addressed in each YJC region in 2006-2007.

Youth Justice Conferencing and the Young Offenders Act

Planned Initiatives for 2006-2007

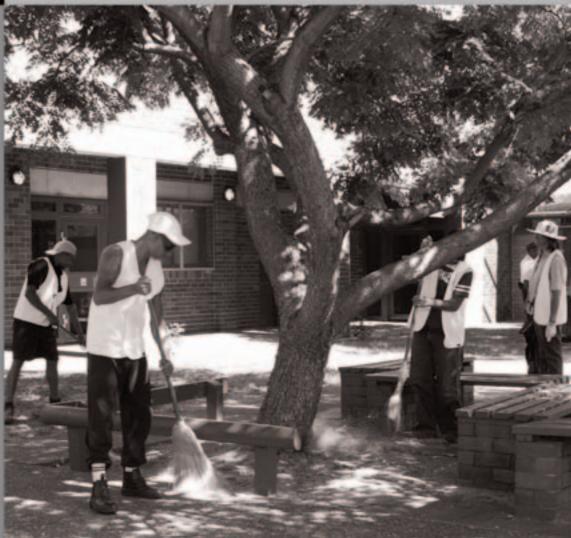
- A scoping exercise with victims who choose not to participate in youth justice conferences, designed to identify strategies to increase victim participation.
- The development of a best practice framework for conferences held for referrals related to violence within families.
- The analysis of results of the 2005-2006 scoping exercise on the participation of people with disabilities in youth justice conferences and implementation of the findings in all youth justice conference offices in NSW.
- In collaboration with NSW Police and the Attorney General's Department, the preparation and provision of training for members of Aboriginal Community Justice Groups on warnings, cautions and youth justice conferences as set out in the Young Offenders Act, to equip them to participate, and provide support for Aboriginal young people in cautions and youth justice conferences.
- The finalisation of a complete review and update of Youth Justice Conference Convenor training material, and development of a set of skill enhancement training modules for existing convenors.

- ¹ See DJJ annual reports, 1999–2004.
- ² Trimboli, An Evaluation of the NSW Youth Justice Conferencing Scheme, NSW Bureau of Crime Statistics and Research, Sydney, 2000.
- ³ Luke and Lind, *Reducing Juvenile Crime: versus Court, Crime* and Justice Bulletin, Contemporary Issues in Crime and Justice Number 69, NSW Bureau of Crime Statistics and Research, 2002.
- ⁴ Jane Bolitho, *Creating Space for Young People, Dialogue and Decision Making: Youth Justice Conferencing in New South Wales, Australia,* University of NSW, School of Social Science and Policy, February 2005.
- ⁵ YJC Policy and Procedures Manual, DJJ website.
- ⁶ Source: DJJ CIMS, 27 June 2006.
- 7 Source DJJ CIMS at 27 June 2006.
- 8 Source: DJJ CIMS, 27 June 2006.
- ⁹ Source: Youth Justice Conferencing Directorate records, 27 June 2006.
- ¹⁰ Report on the Review of the Young Offenders Act 1997, NSW Attorney General's Department, October 2002.
- ¹¹ See *Information for Victims of Youth Crime*, at http://www.lawlink.nsw.gov.au/lawlink/victimsservices/
- ¹² See section on *Disability and Youth Justice Conferences*, below, for the results of this survey.
- 13 YJC records, 27 June 2006.

juvenile justice



Court-Ordered Supervision of Juvenile Offenders in the Community and in Detention



Court-Ordered Supervision of Juvenile Offenders in the Community and in Detention

EFFECTIVE INTERVENTIONS

The Department's focus is to develop and deliver interventions for young offenders that are proven to be effective in reducing reoffending.

The Department has developed a Community/Custodial Services Intervention Framework and Framework for Programming to help staff in centres and in the community to develop and deliver effective interventions and programs for young offenders.

Research tells us that community based interventions modelled on 'what works' are more effective in reducing reoffending than punitive sanctions and interventions. 'What works' is a significant body of research which has been conducted over the last twenty years and has identified several specific principles that form the basis of effective interventions. The three key what works principles are as follows:

- The risk principle, which states that effective interventions must match the assessed risk of re-offending to the type and intensity of intervention provided. Proper assessment is key to effective interventions with young offenders.
- The needs principle, which states that services which focus on client problems that contribute to, or are supportive of, offending will be more effective. In particular interventions need to target attitudes, thinking and beliefs which support anti-social and offending behaviour.
- The responsivity principle, which states that effective interventions are geared to the learning styles and motivations of offenders, in particular the use of active, participatory methods that teach new behaviours and skills.

The 'what works' research found that the best interventions and programs have a capacity to reduce recidivism.¹⁴ Typically those interventions and programs are based on the 'what works' principles of effective intervention as outlined above, have a strong theoretical basis, employ a structured behavioural or cognitive behavioural approach that focuses on the attitudes and beliefs of offenders, and are delivered by well trained staff.¹⁵

The Department provides a range of interventions to young people both in custody and in the community. These include offending behaviour programs, such as *Targets for Effective Change*, which is based on the 'what works' principles. Specific interventions, including counselling and group-work programs, are also provided for young offenders with alcohol and other drugs issues, sex offenders and violent offenders. These programs are available across the state and can be delivered individually and/or in groups.

As part of the Community Integration Project, the Department has embarked on a major 4-5 year strategy to strengthen the alignment of the Department's community based services with international 'best practice' principles. The Department is examining 'what works' international and Australasian research and practice in juvenile justice jurisdictions within Australia and overseas.

In Juvenile Justice Centres the Department continues to provide secure and safe care, and interventions and support to young offenders to reduce their risk of re-offending. The first stage of a major project to address the way the behaviour of young offenders is supported, managed and developed in custody has also commenced and will continue at least over the next two financial years. The Behaviour Management Project will involve the identification of a consistent evidence based framework on behaviour and streamline existing models and policies.

ABORIGINAL YOUNG PEOPLE IN JUVENILE JUSTICE

The Department's Aboriginal Overrepresentation Strategic Plan 2001-2005 was evaluated by Professor Chris Cunneen, Director of the Institute of Criminology at Sydney University over a three-year period. The aim of the plan was to decrease the number of Aboriginal young people under the supervision of the Department of Juvenile Justice, particularly the number of Aboriginal young people in custody. It was an ambitious initiative aimed at providing services specifically designed to meet the complex needs of Indigenous young offenders, with the objective of reducing the risk factors associated with their re-offending.

As a downstream agency, the Department has limited ability to influence the decisions of police and the courts. The Department also operates within the tightened legislative environment imposed by bail laws and sentencing legislation.

The Department recognises that an Aboriginal Strategic Policy Framework is needed that incorporates the management of Aboriginal clients and issues into mainstream policy and the core business of service provision. A new Aboriginal Strategic Policy Framework will incorporate many of the recommendations of the evaluation conducted by Professor Cunneen. This work is already in the planning stages and the Framework will cover a five-year period in line with the Aboriginal Justice Plan and the Two Ways Together Justice Cluster Action Plan.

During 2005-2006 the Department has continued to participate in various forums and groups, and has undertaken activities aimed at addressing the issues that affect Aboriginal young people. Some of these activities include:

 The Two Ways Together Justice Cluster group has refined its 2005-2007 Action Plan with ongoing targets to 2013.

- The annual Aboriginal Staff Conference provided a forum for Aboriginal staff to deliver information, workshop solutions and come up with priorities for action over the next twelve months. The main priorities developed were: improvement in the development of Aboriginal specific programs for our clients; the recruitment and retention of Aboriginal staff; and the training and development of all departmental staff in cultural competencies.
- A review of the Youth Officer Aboriginal— Cross-Cultural Awareness Induction Training Package by the Aboriginal Staff Advisory Commitee (ASAC), resulting in a new training package for all new Youth Officers.
- The commencement of a review of its Aboriginal and Torres Strait Islander Employment Strategy and the development of an Aboriginal and Torres Strait Islander Recruitment and Retention Strategy in the next year.

The Department also provides a broad range of programs to Aboriginal and Torres Strait Islander young people both within centres as well as in the community. In 2005-2006 the Department provided:

- the Alcohol and Other Drug Counselling service in rural and regional areas;
- two rural rehabilitation units in Dubbo and Coffs Harbour;
- the Intensive Court Supervision (ICS) program operating in Bourke and servicing Brewarrina as a partnership between the Court, the community, and service agencies (particularly DJJ and DoCS) that aims to reduce the level of recidivism and incarceration amongst young people in these towns; and
- the "Our Journey To Respect" program which is an Aboriginal intergenerational violence prevention program for young ATSI male offenders.

COMMUNITY-BASED SUPERVISION OF YOUNG OFFENDERS

Objective

Research clearly indicates that those interventions likely to be most effective in reducing the risk of reoffending are those delivered in a community setting rather than a custodial setting. Interventions delivered through the community-based services arm of the Department aim to reduce reoffending by young offenders through intensive case management strategies provided by professional staff, consolidating partnerships with other agencies and offence-focussed programs.

Background

The Children (Criminal Proceedings) Act 1987 specifies the penalties that a court may impose on a young offender. The courts may require that the Department supervise some young offenders who receive community-based penalties such as good behaviour bonds and probation orders. The Department is required to supervise all community service work orders, parole orders and suspended sentences.

Organisation

There are 37 juvenile justice community offices across the state. These offices are staffed by Juvenile Justice Officers, Alcohol and Other Drug counsellors, other specialist and generalist counsellors, program support officers and general administrative staff.

Services

Services provided from Juvenile Justice Community Offices include:

- assessment reports prepared to assist courts in determining sentences;
- court-directed supervision of young offenders placed on good behaviour bonds, probation, community service or parole orders and suspended sentences;

- support for young people with problems seeking bail or remanded in custody;
- the provision of counselling with a focus on alcohol and other drug misuse, generalist counselling, group work, living skills and the provision of forensic and other psychological testing and assessment; and
- specialist programs including a Sex Offender Program and Violent Offender Program.

Casework management and extensive networking with other government and community-based services assist staff in supporting young offenders to address their offending behaviour and comply with court orders.

Through case management, staff assess and develop interventions to address the individual offending behaviour of these young people. This can include finding accommodation, dealing with relationship difficulties, finding employment, developing employment skills, and supporting the young person's return to school.

Partners

The Department works closely with various government agencies including the Department of Education and Training, NSW Police, the Premier's Department, Area Health Services, Justice Health, the Department of Ageing, Disability and Home Care (DADHC), the Department of Community Services (DoCS), the Department of Corrective Services and the Department of Housing, in the delivery of services and programs for young people in the community.

The Department is working jointly with DoCS to improve the delivery of services for children and young people under the parental responsibility of the Minister for Community Services and who are also clients of DJJ. A Memorandum of understanding (MOU) outlines the roles and responsibilities of both Departments with respect to joint clients.

A similar Joint Guarantee of Service is being developed with DADHC to outline responsibilities for each Department in the management of shared clients.

Community Agency Partnerships

The Department also allocates funding primarily to community agencies to deliver six different types of programs. These include two projects funded from the NSW Drug Summit for residential drug and alcohol programs. Program types include the following:

 Post Release Support Programs that support clients released from custody by addressing barriers to reintegration and facilitating their successful reintegration into their communities.

A recent evaluation over a three-year period has indicated the program has a positive effect on reducing re-offending. Particularly positive results were found with Aboriginal young people and young women.

- General Accommodation Support Programs that assist young people in securing and maintaining appropriate accommodation, the development of living skills and provide case management services.
- Bail Accommodation Support Programs that provide accommodation options for young people who would otherwise be refused bail due to a lack of appropriate accommodation. Services include the Ja Biah Bail Accommodation Support Program in Western Sydney for Aboriginal young men.
- Local Offender Programs that assist young people at risk of offending or re-offending to access educational and vocational pathways.
- Alcohol and Other Drug (AOD) Programs
 that aim to increase the capacity of clients
 to effectively manage their lives and
 achieve sustained reduction in their levels
 of substance use. The Department currently
 funds two types of AOD programs: an AOD

Family Counsellor Program in Metropolitan Region; and two rural residential drug rehabilitation services at Dubbo and Coffs Harbour catering for up to eight young people at a time, which are managed by the Ted Noffs Foundation.

These residential drug rehabilitation services aim to provide a three-month residential treatment program for substance misusing young people, geographically close to their homes and families.

■ The Employment Skilling Program assists young people subject to a supervised court order by providing access to relevant education, vocational training and employment pathways, and helping them to establish and maintain positive links with the community.

Review of the Community Funding Program

The Department completed a review of its Community Funding Program (CFP) in June 2006. The purpose of the review was to assess the strategic framework of the CFP within the context of current departmental and government directions and objectives for funded services.

The outcomes of the review of the CFP, together with the recommendations of individual program stream evaluations, are being considered by the Department as part of the process for enhancing service delivery to clients through effective partnerships with the non-government sector in 2007-2008.

Youth Drug and Alcohol Court

The NSW Drug Summit Plan of Action also proposed a Youth Drug Court, with services to intervene with, and supervise, young people whose offending was closely related to drug and alcohol problems. Following the Alcohol Summit, the Youth Drug Court became the Youth Drug and Alcohol Court. Staff of the Department work closely with other government agencies in the administration of the court.

Key Service Measures for 2005-2006

Number of background reports and assessments completed for young offenders appearing at court	4,060
Number of individual young offenders supervised in the community	2,713
Number of hours of community service work performed by young offenders	38,131
Number of interventions conducted to: - assist young offenders through the court process to meet bail conditions - refer young offenders to support agencies - provide general advocacy	2,540

Source: DJJ CIMS Standard Reporting Data base

Major Achievements and Initiatives During 2005-2006

Throughout 2005-2006 the Department continued to drive the delivery of the program Targets for Effective Change (Targets). The program was purchased from the UK and is based upon the 'What Works' research. **Targets** uses cognitive-behavioural approach which helps young people change their thinking and decision making processes and ultimately impacts on offending behaviour.

In February 2006 an improved *Targets* program manual was made available to staff. The new manual is significantly more

user-friendly, issued in electronic format, and is more easily accessible for all staff at DJJ.

Feedback from staff and young people on *Targets* has been positive. Thus far the delivery of the Targets program has focused on the Department's community offices. Different community-based services offices have implemented Targets responsively, taking their own initiatives to respond to local needs and to bolster the delivery of the program.

- The Department has developed a standardised program proposal and approval process as the first stage toward implementing an accreditation/certification process for client programs. This process will ensure more consistency in programming, better co-ordination of programs between community-based services and juvenile justice centres, and that programs accord with the Department's *Framework for Programming*, and offer structured support to workers in the field who take the initiative to develop new programs for clients.
- The Department continues to engage and collaborate with Dr Chris Trotter's work in improving outcomes for involuntary clients using pro-social approaches. This approach focuses on effective engagement and communication with young people, role clarification, recognising and rewarding socially valued behaviour, while challenging thinking that supports an offending lifestyle. All community and some centre-based staff have been trained in Dr Trotter's pro-social modelling approach.

Dr Trotter is also conducting research, in which DJJ is participating and contributing partial funding. This research will include observing interviews between juvenile justice workers and their clients in order to identify skills used by the workers and how these skills contribute to reduced re-offending rates in young people. The research will build

upon existing knowledge about effective ways of working with clients by identifying in more precise detail the way in which more successful workers make use of effective practice skills. The project also aims to examine whether particular skills are more effective with particular groups of clients, especially indigenous clients. The study has the potential to be highly influential in terms of policy development and training in juvenile justice in NSW and elsewhere.

- The Director General and the Senior Children's Court Magistrate signed a Bail Protocol to establish the boundaries of the Department's work with young people before the court who are not yet sentenced, but for whom the court has some concern about their ability to avoid further offending. The agreement sets out the Department's approach to providing supervision and support, and the obligations to keep the court informed about these young people whilst they are awaiting adjudication.
- The Department, in cooperation with the University of Sydney, completed work on a Young People on Community-based Orders Health Survey. The key findings and results of this survey are published on the Department's website.
- The Northern Region is piloting an innovative alternative Bail Accommodation and Support model. This unique model brokers a range of support services for targeted clients aimed at supporting young people and preventing them from re-offending while they are on bail. Young people through the program utilise a range of existing community based services such as accommodation, independent living skills programs, tenancy advice, mediation and family counselling and mentoring aimed at facilitating their reintegration into their communities. The model provides a

'package' of services to be available for eligible clients. The model offers flexibility and provides capacity for case plans and support services to be developed around, and be responsive to the specific needs of individual young people.

To support the model, two Juvenile Justice Officer (Bail Intake) positions have been created in the New England and North Coast areas of the Northern region. Early indications from the pilot have been positive and have indicated considerable cost savings to the Department.

- As part of the Department's activities arising from the August 2003 NSW Alcohol Summit recommendations, two trial projects are continuing and are currently being evaluated. The Department is not the lead agency for these projects, but collaborates with and supports the lead agencies in both of these joint ventures:
 - The Intensive Court Supervision Scheme, funded and lead by the Attorney-General's Department, commenced at Brewarrina with a Juvenile Justice Officer providing intensive supervision to some young people in that area who would otherwise be likely to receive a control order.
 - Justice Health is the lead agency in the Juvenile Justice Centre Release Treatment Scheme pilot project being conducted in the Dubbo area. The project aims to ensure that young people released from custody are immediately connected to health services, including mental health and Alcohol and Other Drugs treatment services.
- The appointment of an additional three, Alcohol and Other Drug (AOD) Counsellors in rural and regional NSW (Albury, Tamworth and Bourke), through the National Illicit Drug Diversion Initiative funding. This brings the

number of rural and regionally-based AOD counsellors employed under this initiative to sixteen. The remaining positions are located in Bateman's Bay/Queanbeyan, Broken Hill, Dubbo, Gosford, Grafton, Kempsey, Lismore, Moree, Newcastle, Nowra, Orange, Wagga Wagga and Wollongong.

- A working group has examined the format and content of court reports in order to standardise and improve practice across the state and the quality of reports to the courts. These changes are now embedded in practice.
- The Pacifica Program for Pacific Island young offenders is an initiative arising from the NSW government's Youth Partnership with Pacific Communities. DJJ received funding to extend and deliver the Pacifica Program over a two-year period. Staff at Blacktown Juvenile Justice Community Services office initially developed the program in 1996. The staff are currently developing group work modules to be delivered to departmental Pacific Community clients focusing on addressing criminogenic factors specific to the cultural group and may include such areas as the impact of cultural identity/values on young people, AOD misuse and violence issues. A training program for staff facilitating these groups is also being planned. The project has expanded its scope and two major achievements have been highlighted: the completion of the training package Working effectively with Pacific young people, which has been recently piloted with Juvenile Justice staff and community representatives, and the translation of the DJJ Family Kit into various Pacific Community languages. Feedback on the training package has been very positive.
- The Young People on Community Orders Health Survey has been completed. A key findings report showing the similarities and differences between young people in custody

and those on community orders has been published on the Department's website.

Planned Initiatives for 2006-2007

 The Community Integration Project will continue to focus on the delivery of services to young people supervised in the community.

This is a large scale project to enhance practice in the operation of Departmental community-based services to young offenders by strengthening alignment with international 'best practice' principles. This project focuses on extending staff competencies in the important areas of assessment, the delivery of effective programs and working with families. The implementation of an effective practice model, a new management and supervision structure, as well as a quality assurance framework is also part of the project, which is expected to take over three years to complete.

The intention of the Department is to reorganise current staffing structures and practices to strengthen interventions for those young offenders being supervised within the community. This change in practice will incorporate evidence-based program interventions that reduce offending behaviour.

The reform process is absolutely essential if the Department is to continue to effectively deliver its part in the Government strategy aimed at reduction of re-offending.

- The Department's role in working with the families of offenders will be examined in the context of both the research evidence and the community-based services restructure to develop an appropriate model and boundaries for interventions involving families.
- The Department will assess the findings of the Young People on Community Orders Health Survey for implications on services to

young offenders under community-based supervision by the Department.

The Department will evaluate the client assessment instruments currently in use and commence a consultation process aimed at standardising assessment processes.

Case Studies

The Department's community-based services staff in the Northern Region developed a structured case plan for the supervision of a 16 year-old boy whose offending had escalated in both frequency and seriousness. The case plan addressed the young person's priority issues of substance abuse, negative peer group influences and family who were known alcohol and drug users.

A residential placement at the DJJ funded Program For Adolescent Life Management (PALM) rehabilitative program was organised for the young person. He engaged well with the program and successfully completed the 12-week program. He began attending TAFE and spending time with a mentor at the Police and Community Youth Club (PCYC).

The client is now living in independent accommodation, has ceased his cannabis use and is continuing with his education. The client is also volunteering at his local Police and Community Youth Club. He has recently completed his community service order and has not re-offended.

The Newcastle Juvenile Justice Community Services office has established an innovative and highly successful program called the *Turn Around Program* (TAP). TAP targets high-risk offenders and is conducted in collaboration with external agencies to create a streamlined, targeted and intensive response to young people and has been running for 18 months. The key stakeholders other than DJJ are the Broadmeadow Children's Court, NSW Police, Legal Aid, the

Aboriginal Legal Service and Newcastle Police and Community Youth Club (PCYC). TAP is considered a 'last stop' diversionary program before a custodial sentence.

The program is directed at young offenders aged over 15 who have not been compliant with their current community based order or have a chronic offending history. The program is being evaluated externally. By 30 June 2006, 10 young people have been assessed as suitable to participate in the TAP program. Those who have successfully completed the program have not re-offended to date.

The Bidwell Community Garden, run by staff from the Blacktown Juvenile Justice Community Services office in partnership with Department of Housing, Blacktown City Council and the Botanic Gardens Trust, continues to go from strength to strength. The garden is used by local community groups and volunteers.

Young people participating in community service orders under the supervision of staff of the Department's Blacktown office have established several gardens, have learnt paving and bricklaying (to build paths and a barbeque). Young offenders involved in the garden learn skills and are involved in a pro-social, positive activity in their local community that assists with their rehabilitation.

JUVENILE CUSTODIAL SERVICES

Objective

The Department's juvenile custodial services provide secure and safe care of young offenders who are sentenced to custody by the courts or who are remanded to custody in a juvenile justice centre pending the finalisation of their court matters.

Each juvenile justice centre provides evidence-based interventions and support to young offenders to reduce their risk of further offending.

Background

Juvenile Justice Centres are established in accordance with the *Children* (*Detention Centres*) *Act* 1987. The Act governs under what circumstances young offenders may be confined to a detention centre, the treatment of detainees, the granting to a detainee of leave from a juvenile justice centre and discharge from a centre.

Ministerially-appointed Official Visitors monitor the services of, and conditions in, juvenile justice centres, provide advocacy and support to detainees and report bi-annually to the Minister.

Organisation

There are eight juvenile justice centres in NSW and one short-term accommodation unit located at Broken Hill. Three centres are within the Sydney metropolitan area and one is located on the Central Coast. Other centres are located at Unanderra near Wollongong, Wagga Wagga, Dubbo and Grafton.

Juniperina Juvenile Justice Centre, a new purpose-built facility for young women offenders located at Lidcombe, opened in August 2005.

Reiby Juvenile Justice Centre at Campbelltown offers a program to address the special needs of 10 to 16 year old male detainees with behaviour difficulties.

All custodial facilities provide an extensive range of educational, recreational, vocational, specialised counselling and personal development programs. The Department provides individual case management to detainees to plan for their release and reintegration into their communities.

The Department's partnerships with Justice Health and the Department of Education and Training are key to the smooth and effective management of juvenile justice centres.

Operational bed capacity at the end of the financial year was 338. (Source: Management Services Directorate)

Staff of Juvenile Justice Centres include:

- Clerical and Administrative Staff
- Youth Officers
- Unit Co-ordinators
- Unit Managers
- Psychologists
- Counsellors
- Vocational Instructors
- Management staff

Services

Each juvenile justice centre has a complement of staff that provides case management, security and supervision, counselling and programs to young offenders.

Psychologists and counsellors provide a range of counselling and therapeutic services to clients, including assessment, counselling and group work. They provide advice to staff in juvenile justice centres regarding case management and also provide reports on detainees to the courts.

Alcohol and Other Drug Counsellors, including two detoxification counsellors funded through the NSW Drug Summit initiatives, are employed in the centres to assist young offenders to deal with problematic patterns of drug and alcohol use related to their offending behaviour.

The Department, through subsidies to the various member religious bodies of the Civil Chaplains Advisory Committee, engages full-time and part-time chaplains to provide religious and spiritual support to young people in detention.

Young people in custody from diverse faiths such as Islam and Buddhism are also provided with religious support and counsel by people from their particular communities of faith visiting centres either on a regular or presenting needs basis.

A structured 12-week Post-Release Support Program supports clients released from custody by addressing barriers to re-integration and facilitating successful re-integration into the community.

Transport, Placements and Drug Intelligence Branch

The Department provides custodial services at six specialist Children's Courts, four located in the Sydney metropolitan area, one at Newcastle and one at Woy Woy. The Department's Transport Unit moves detainees to all court appearances for the Children's Court, District Courts and the Supreme Court at sittings in cities and towns across the whole of NSW.

The Department also undertakes the secure transportation of detainees between juvenile justice centres and from juvenile justice centres to prisons.

Previously, the responsibility for transporting and supervising detainees at court was a shared responsibility between the Department and NSW Police. On 1 July 2002 the Department began to assume responsibility from NSW Police for all transportation and court supervision of detainees appearing at court in NSW. The Department is due to take over the final areas of the state, Southern and Riverina, on 1 July 2006.

In 2005-2006 there were approximately 8,632 instances of young offenders being transported by the Department between centres and to court. Source: DJJ Transport Services Records

The branch also coordinates the use of video conferencing technology for some court matters. With the introduction of new legislation pertaining to the use of video conferencing with juveniles it is expected that the use of this technology will increase.

This branch coordinates the placement of all detainees in the eight juvenile justice centres across the state and is responsible for detainee

classification. In 2005 the Department introduced a new objective detainee classification system, which assigns a security rating to detainees according to their assessed level of risk.

The Drug Intelligence Unit within the branch assists in the detection and prevention of the trafficking of illicit drugs and other contraband into centres. The unit gathers information from the eight juvenile justice centres about detainees and their visitors involved in drug consumption or attempting to supply drugs. Information sources used by the unit include the Arunta telephone monitoring system, urinalysis data, Drug Dog Detector Unit data and juvenile justice centre and community incident data. In September 2005 the Department approved and implemented a program of targeted urinalysis tests. Targeted urinalysis can be used when detainees are suspected of drug use following a serious incident in a juvenile justice centre and may be a requirement as a condition of leave from a juvenile justice centre.

The branch also coordinates the taking of DNA samples from detainees with the NSW Police.

Partners

The Department of Education and Training

The Department of Education and Training (DET) operates Education and Training Units in each of the juvenile justice centres so that young people can resume their studies while in custody.

The Departments of Juvenile Justice and Education and Training are committed to a collaborative approach to the education and training of young people in custody. Both Departments have agreed to deliver programs that:

- improve detainees' education and training standards and their confidence and skills to re-enter education, training or the workforce after they leave custody;
- facilitate the building of educational, vocational and training pathways for young people; and

have been risk assessed.

The working relationship between the Departments is maintained through regular meetings of senior DET officers and the DJJ Assistant Director General (Operations) and through forums such as the Senior Officers' Group (Human Services) and the Juvenile Justice Reference Group. A joint committee from the two Departments is responsible for the development, implementation and monitoring of detainee and program risk assessment processes.

Local Education and Training Consultative Committees meet in each juvenile justice centre to plan and coordinate education and centre programs. The membership of the committees includes representatives of both the Department and DET.

Enrolments

During the 2005 school year 1,494 young people enrolled in Education and Training Units located in juvenile justice centres, while in 2006 approximately 963 young people enrolled by June 30.

TAFE Placements

There were 633 placements of detainees in TAFE courses run by the Department of Education and Training in 2005. In 2006 there have been 430 placements up to 30 June.

School Certificate and Higher School Certificate

In the 2005 school year, 40 young people in juvenile justice centres completed the School Certificate and two completed the Higher School Certificate. For the 2006 school year 83 young people studied for the School Certificate and 50 for the Higher School Certificate by June 2006. (Source: Department of Education and Training)

The NSW Legal Aid Commission

The Department provides funding for the Children's Visiting Legal Service in the Legal Aid Commission which provides legal assistance to detainees.

NSW Justice Health

All juvenile justice centres have a clinic that is staffed by registered nurses who provide a comprehensive range of health services to young people in custody. The clinics are open seven days a week.

Since the transfer of responsibility for detention centre health and medical services from DJJ to Justice Health in 2002, these clinics have been under the direct supervision and management of Justice Health.

Clinics in juvenile justice centres provide individual and group health education programs on adolescent health issues, sexual development, sexually transmitted diseases, contraception, childbirth, parenting skills, food and nutrition and dental health. Justice Health also contracts general medical practitioners and psychiatrists.

Registered Nurses in juvenile justice centres also provide support to detainees with alcohol and other drug issues.

A number of improvements in addressing the specific health and medical needs of young people in custody have been made since the transfer of responsibility for juvenile justice centre health and medical services to Justice Health. These improvements include:

- employment of an adolescent staff specialist;
- employment of an AOD specialist;
- employment of a Clinical Nurse Consultant (Adolescent Mental Health); and
- employment of an evening on-call Forensic Psychiatrist.

Justice Health has opened a community forensic mental health service specifically for adolescents in Sydney's West. This will mean that young people with mental health problems from the Children's Court at Cobham and clients of the Department's Blacktown Juvenile Justice Community Services Office will have the benefit

of a professional assessment and much better access to appropriate services. Planning is moving ahead to replicate this service unit for children attending the Bidura Children's Court in Glebe and for clients under the supervision of the Sydney Juvenile Justice Community Services office located at Surry Hills.

The Department and Justice Health have collaborated on a clinical services plan based on the findings of the Young People in Custody Health Survey. This plan will inform the developing relationship between the Department and Justice Health. The plan focuses on pre-release planning for young people to ensure they are connected to community health and medical services well before their release date.

The Assistant Director General (Operations) meets regularly with the Director of Juvenile Health to review health and medical services in juvenile justice centres. The Director General is a member of the Justice Health Service Board.

Key Service Measures for 2005-2006

Average daily number of young people in custody

The figures below represent some characteristics of the average daily number of young people in juvenile detention. The figures do not include young offenders in the Kariong Juvenile Correctional Centre administered by the Department of Corrective Services.

Average daily number of young people in custody	309*
Average daily number of young women in custody	20
Average daily number of young people of Aboriginal and/or Torres Strait Islander background	142
Average daily number of young people serving custodial sentences	166

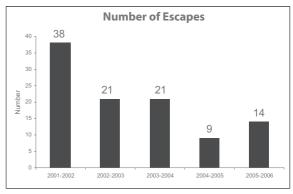
Average daily number of young people remanded in custody awaiting the finalisation of court proceedings

142

Source: DJJ CIMS Standard Reporting Data base

* Includes one case of a young person in a juvenile justice centre pursuant to a court order under the supervision of the Mental Health Tribunal.

Escapes



Source: DJJ CIMS Standard Reporting Data base

Figures include when a detainee escapes from a juvenile justice centre, absconds from approved leave or supervised outings and detainee movements.

Major Achievements and Initiatives During 2005-2006

■ Juniperina Juvenile Justice Centre (JJC), a purpose-built facility for girls and young women located at Lidcombe, was officially opened by the former Minister for Juvenile Justice in August 2005. Juniperina replaces the former Yasmar JJC. It is a 48-bed centre and has four units, an induction unit, a transition unit and two general accommodation units. Juniperina JJC is designed to meet the needs of a varying population of girls and young women in detention whose ages generally range from 14 to 18.

Currently, due to the smaller number of young women in custody, it is funded to operate as a 24-bed centre with only two

units operational, the induction unit (Boronia) and the general accommodation unit (Banksia).

The Juniperina Juvenile Justice Centre includes the Sunning Hill Education and Training Centre, operated by the NSW Department of Education and Training. Sunning Hill programs focus on literacy and numeracy, skills training to equip the young women for employment when they are released and caters for their artistic expression.

Other facilities include well-equipped medical and dental clinics and dedicated areas for counselling services.

- The Department finalised the *Policy for managing girls and young women in centres other than Juniperina Juvenile Justice Centre.*This policy will ensure that girls and young women in custody are effectively and consistently managed in the juvenile justice system and that they can be provided with programs and services to address their offending behaviour and meet their particular needs. Being able to manage young women in centres other than Juniperina means that court appearances, family visits and re-integration into their communities can be better facilitated.
- In May 2006, the Minister for Juvenile Justice officially opened the \$24 million redevelopment of Reiby Juvenile Justice Centre, located in Airds, in the Campbelltown area. The redevelopment of Reiby included the building of three new accommodation units and an Admissions/Reception area, nurses' clinic and specialist staff offices. An existing accommodation unit and the school facilities were renovated. The redevelopment of Reiby increased the bed capacity to 60 and greatly improved security and amenities at the centre.

- During the year the government introduced the *Children (Detention Centres) Amendment Act* 2006 to improve the administration of detention centres and the management of detainees. Specifically, the legislation strengthens the Department's ability to manage serious disturbances in centres, provides for visitors and staff to be screened for contraband, enables the Department to undertake testing of staff and detainees for drugs and alcohol and strengthens the Department's capacity to deal with misbehaviour and extremely challenging behaviour on the part of detainees.
- In December 2005, the Department won special commendation for its Objective Detainee Classification System (ODCS) under the category of Best Workplace Innovation at the Treasury Managed Fund (TMF) Risk Management Awards for 2005. The TMF awards recognise excellence in risk management project planning and implementation in NSW Government agencies. The Department was commended for its management of risks associated with the work its staff performs.
- DJJ operational development staff worked with the Specialised Training Unit at the Department of Corrective Services to facilitate two emergency training programs, which were conducted for centre staff in November 2005. Both training programs consisted of a two-day training session with an additional one-day centre scenario training. Further training also took place in December 2005 and February/March 2006.
- As part of an ongoing four-year program, funds of \$2.354 million were allocated in 2005-2006 to upgrade CCTV and fence security at juvenile justice centres across the state. Major initiatives this year included:
 - Additional cameras at Juniperina, Keelong, Orana and Reiby Juvenile Justice Centres.

- An \$825,000 camera installation and upgrade program at Baxter JJC, which commenced in the first half of 2006 and will be completed early in the 2006-2007 financial year.
- The installation of razor wire along the perimeter security fences and roofs at Reiby and Riverina Juvenile Justice Centres and the installation of segregation fences at Acmena Juvenile Justice Centre.
- In keeping with the introduction of the new Client Information Management System a range of forms and procedures have been amended and streamlined. Over the year a number of important changes to the Procedures for *Juvenile Justice Centres* online manual were also made.
- The Department, in partnership with the Department of Education and Training, drafted a program risk assessment policy to support the development of procedures to ensure appropriate risk management of detainees and programs in juvenile justice centres.
- Emergency response training of detention centre staff in line with procedures developed from the review of security of centres have been finalised and are being delivered.
- Improved management of young people with disabilities has been achieved by strengthening relationships with the Department of Aging, Disability and Home Care (DADHC). Referral procedures and intake forms have been developed and a primary contact within DADHC Behaviour Intervention Service has been providing dedicated weekly phone consultations to DJJ staff working with young people with disabilities.

Planned Initiatives for 2006-2007

- A complete review of the Juvenile Justice Centre Procedures Manual will be conducted based on the updated *Children's Detention* Centre Regulations.
- The joint Department of Juvenile Justice/Department of Education and Training detainee and program risk assessment policy and procedures will be finalised and implemented after consultation with the key internal and external stakeholders.
- Further development of programs at the Juniperina Juvenile Justice Centre will take place over the next year. Evaluation strategies and further research into 'best practice' in working with girls and young women will be the focus of the Juniperina management team supported by the Department's Program Sub-committee. The Young Women's Advisory Committee, which includes both DJJ and external agency membership, will be collaborating on a pilot project with community agencies and the Department of Corrective Services, focusing on the through-care of young women leaving custody and re-entering their communities or moving from the juvenile system to the adult correctional system. The recently appointed Program Writer (Aboriginal Programs) will also supplement the development of Juniperina programs.
- The first stage of a behaviour management project has commenced to address the way client behaviours are supported, managed and developed in the Department. It is aimed at improving the way employees observe, assess, describe and respond to young people's behaviour.

Work on the project will be ongoing. Given the significant work and changes this project involves, it is expected to take two years to complete.

The Objective Classification System implemented in January 2005 will continue to be reviewed and evaluated. The design of the objective classification system assists in the protection of staff and other detainees, provides increased protection of the community and ensures detainees are placed most appropriate custodial environment. It also provides links to case management and programming, and ensures rational, consistent and equitable decision-making regarding a detainee's classification category.

A full evaluation of the impact of the system on other areas including incentives, discipline, programs and case management is being planned over 2006-2007. Preliminary results from analysis conducted so far have indicated that the system is operating well and there has been noticeable improvement in the behaviour of some previously difficult detainees.

Case Studies

Juniperina Juvenile Justice Centre

A 15 year old young woman has been a client of DJJ since she was 13 years old. She has been a chronic offender who has been supervised both in custody and the community several times, with convictions including possession of prohibited drugs, assault and break and enter. This young person has a history of DoCS notification. She had moved between a number of relatives, lacked a stable home environment and had a history of substance abuse.

In January 2006 the young person received an 18-month sentence to detention, with an additional nine months of community supervision. She has a history of negative behaviour in the centre, including assaults on staff and damaging her room. Her caseworkers note that violence is a learnt experience for this young woman who has said "this is how we sort things out in my family". The young woman

initially refused counselling and participation in school and programs and had to be placed on behaviour management plans.

However, recently there has been significant positive change in the behaviour and attitude of this young person. A staged incentive program and consistent casework have helped develop her motivation and determination to change. She is now attending counselling and participating positively in centre programs, Alcohol and other Drug counselling groups and anger management groups. She is attending school and has increased her literacy and numeracy skills and has significantly improved her behaviour.

Reiby Juvenile Justice Centre

A 15 year old detainee at Reiby has had contact with DJJ since he was 11 years of age. His history shows physical abuse, extensive alcohol and other drug use by his mother, neglect issues, behaviour management issues, threats of self-harm and numerous community accommodation placements provided by the Department of Community Services (DoCS).

The young person was referred to the centre's Robinson Unit for detainees demonstrating difficult behaviours. During his stay in the Robinson program the young person exhibited periods of anger and aggression toward staff, self-harm attempts, fire-setting, and attempts to take hostages. His behaviour was so extreme that an individual behaviour management plan was developed in an attempt to manage his behaviour.

The focus of treatment has moved through stages of intervention relating to anger management strategies, poor impulse control and family bereavement issues while at the same time providing intensive collaborative case management (i.e. medical, financial, living skills, and educational services).

As a result the young person has shown an increase in personal awareness and stability

The young person has improved in his coping with negative emotions and has not displayed any self-harm behaviour during this period.

Regular liaison and involvement in case conferences with his DoCS Officer, Juvenile Justice Officer, staff of the Department of Education and Training and his mother have assisted in the young person's motivation to stabilise his behaviour. With the assistance of DJJ staff, he has negotiated a case plan with DoCS, and for the first time he appears to have a positive outlook on his future.

Frank Baxter Juvenile Justice Centre

The Frank Baxter Work Release Program continues to provide detainees at Frank Baxter Juvenile Justice Centre with opportunities to develop employable skills, secure employment and learn to manage income while at the same time contributing financially to their families and future. The work placement program is also an opportunity to develop a work ethic and the ability to participate in the workplace by getting on with colleagues and meeting responsibilities towards employers.

Examples of placements in the program include work in the following industries/occupations: manufacturing, bagging and distributing stock feed; industrial manufacture and supply; processing of dairy products; nursery; landscaping and construction.

¹⁴ Andrew Day, Kevin Howells and Debra Rickwood (2004) *Current Trends in the Rehabilitation of Juvenile Offenders.* Published by the Australian Institute of Criminology as part of the 'Trends & Issues in Crime and Criminal Justice' series.

¹⁵ ibid.

juvenile justice



Management and Infrastructure



EXECUTIVE STRUCTURE AND MANAGEMENT

The Department's Executive Committee

In 2005-2006 the Executive Committee met on a fortnightly basis. As at 30 June 2006 the committee consisted of the:

- Director General
- Assistant Director General (Operations)
- Assistant Director General (Management Services)
- Director, Youth Justice Conferencing
- Director, Research, Planning and Evaluation
- Director, Office of the Director General

Executive Management

Operations Directorate

Executive management of the Department's services to juvenile offenders requiring court-ordered supervision is provided through an Operations Directorate based at Central Support Office, led by the Assistant Director General (Operations) and supported by five Regional Directors. The Operations Directorate directs and oversees custodial and community services within each region of the Department.

Departmental community-based and custodial services are grouped into the following regions:

- Northern (Regional Office at Lismore)
- Hunter/Central Coast (Regional Office at Gosford)
- Southern (Regional Office at Wollongong)
- Metropolitan (Regional Office at Werrington)
- Western (Regional Office at Dubbo)

Youth Justice Conferencing Directorate

The Youth Justice Conferencing Directorate is located in Central Support Office in Sydney, and is led by the Director, Youth Justice Conferencing. The directorate is responsible for ensuring the effective and efficient operation of Part 5 (Youth Justice Conferences) of the Young Offenders Act 1997 across the whole of the State.

Management Services Directorate

The Management Services Directorate provides executive leadership of the management support functions of the Department and is led by the Assistant Director General (Management Services). The directorate brings together the service functions of finance administration, human resources management and development, information management and technology, and procurement and asset management.

Research, Planning and Evaluation Branch

The Research, Planning and Evaluation Branch provides a strategic overview and management of the Department's corporate planning, Results and Services Plan, performance measurement, reporting, review, program evaluation and organisational research. In 2005-2006, the Branch developed an enhanced quality assurance process for all juvenile justice centres, which was piloted at Keelong Juvenile Justice Centre. The results of this pilot will be appraised in 2006-2007.

Performance Audit

In September 2005, the Audit Office of NSW tabled in Parliament a report of a performance audit of the Department entitled *Managing and Measuring Success:* Department of Juvenile Justice. The report acknowledged several positive achievements by the Department including:

- regular monitoring of activities through a number of processes;
- existence of good operational data for planning and managing young offenders on a short-medium term basis; and
- access by staff to sufficient information to help develop case plans.

It recommended further work in the collection and use of appropriate information for longer-term strategic planning, the measurement of performance and outcomes for young offenders and the community, and the analysis of the effectiveness of interventions with young people. These issues are currently being addressed and the Department is continuing to develop better performance information on the effectiveness of its activities and programs.

Research Activities

The Department established a new research structure during financial year 2005-2006. A Manager for Research and Information Development was appointed in December 2005. The newly formed DJJ Research Steering Committee (RSC) met for the first time. The RSC is composed of senior members of the Department including the Manager of the Aboriginal Unit, and the Director the NSW Bureau of Crime Statistics and Research. The RSC endorsed the following Research Agenda for the Department as priority areas for establishing a research base for evidence-based decision-making:

- Examination of juvenile offence and/or re-offence rates and trends over time;
- Factors contributing to juvenile offending;
- Cost effectiveness of diversionary alternatives;
- Violence risk assessment;
- Evaluation of individual and group based interventions focussing on offending behaviour;
- Evaluation of the efficacy of new initiatives for intervention delivery in rural and remote areas;
- Evaluation of specific interventions for culturally and linguistically diverse young people;

- Evaluation of specific interventions with Aboriginal young people;
- Research targeting the evaluation of interventions in non-metropolitan areas and community-based services are a particular priority for the Department; and
- Desistence from juvenile offending.

This agenda is a pro-active statement to direct the course of research within the Department. It has been promulgated through the DJJ public website for the information and guidance of those interested in conducting research in the Department.

A review process for applications was instituted using the research agenda to assess the practical value of prospective research to the Department and to the young people we supervise. Research applications are also assessed on the costs to the Department and the level of intrusiveness into young people's lives, in relation to the potential benefit of the research. The new review process also requires researchers to explicitly address issues of indigenous cultural competence.

Memorandum of Understanding with BOCSAR

In a Memorandum of Understanding between the Department and the Bureau of Crime Statistics and Research (BOCSAR), DJJ will continue to collect data from all NSW Children's Courts and NSW Local Courts acting as Children's Courts for operational purposes. The Department will provide BOCSAR with quarterly data on criminal matters and BOCSAR will report on NSW Children's Court matters as it does for other courts.

BOCSAR Reoffending Database

The Department's contribution of data to BOCSAR's Reoffending Database will allow for a more complete record and analysis of reoffending.

Research Status as at 30 June 2006

NSW Young People in Custody Health Survey 2002 (YPiCHS)

Researchers: Mark Allerton, Una Champion, Dr Tony Butler, Associate Professor Dianna Kenny, Dr Michael Fasher, Janet Li, Michelle Murphy, Rodney Beilby and Claudia Vecchiato.

Justice Health is continuing to undertake further analysis of the YPiCHS data in order to produce a more comprehensive report of results. The report is expected in late 2006.

NSW Young People on Community Orders Health Survey 2003 (YPoCOHS)

Researchers: Associate Professor Dianna Kenny, Dr Tony Butler, Mark Allerton, Dr Christopher Lennings and Una Champion.

This is a comprehensive investigation of the physical and psychological health of young people serving community orders in NSW. It is a parallel study to the Young People in Custody Health Survey for the community-based juvenile offender population. Public release of the key findings is expected in August 2006.

An analysis of supervision skills used by juvenile justice workers

Researchers: Assoc Professor Chris Trotter, Professor Gillian McIvor and Phillipa Evans.

A study of the supervision skills of juvenile justice officers was begun this year. The project aims to provide more information about the way in which juvenile justice workers confront young people in relation to their behaviour, how this relates to client outcomes and whether some styles of confrontation work better with some clients than others. This project looks specifically at the efficacy of interventions to reduce re-offending.

Predictors of Juvenile Re-offending: Readily accessible markers of risk

Researchers: Dr Don Weatherburn, Rachel Cush, and Paula Saunders.

The Department also began a research project with the NSW Bureau of Crime Statistics and Research to identify the predictors of juvenile re-offending. The purpose of the study is to assist the Department of Juvenile Justice and other agencies in identifying which young people ought to be the focus of programs designed to reduce the risk of re-offending. Data collection was scheduled for completion in August 2006.

Transitions Forum

The Department of Juvenile Justice hosted a Forum on 23 and 24 August 2005, in conjunction with the Attorney General's Department to consider the findings of the research paper "Transition from Juvenile to Adult Criminal Careers" published in May 2005 by the Bureau of Crime Statistics and Research (BOCSAR). The paper examined issues relating to the re-offending behaviour of juveniles between 1995 and 2003 in NSW. The BOCSAR research has important implications for the justice system and in particular for Aboriginal young people in NSW.

The Forum included participants from human services, criminal justice and central agencies.

The approach taken in the Forum was to consider the group most at risk of becoming entrenched in the criminal justice system i.e. 10 to 14 year olds, especially Aboriginal young people. Various speakers examined the research and looked at what progress was being made in working with Aboriginal communities to address these issues.

The forum recognised key indicator points at which young people are at risk of entering the justice system included suspension from the school system, coming to the notice of NSW Police and notification to the Department of Community Services. A major issue was the ability and need for key Departments to be able to share appropriate information e.g. identification of intellectual disability (ID) or mental health issues to assist agencies in supporting the young person and their family members/carers more appropriately.

Office of the Director General

The Office of the Director General (ODG) provides strategic policy advice and administrative support to the Director General. The ODG coordinates the Department's relations with key external stakeholders and has a major coordination role across the senior executive and the Department. The ODG includes the functions of ministerial liaison, communications, legal, policy development, administration of the Victims' Register, administration of the Official Visitor scheme, management Department's formal external relations and program administration of the Department's Community Funding Program. Executive support to the Juvenile Justice Advisory Council and Serious Offenders Review Panel also falls within the Office of the Director General.

The Aboriginal Unit is also part of the Office of the Director General. The Aboriginal Unit is responsible for coordinating the development, monitoring, reviewing and supporting the implementation of the Department's Aboriginal Strategic Plan. The Unit also provides strategic and policy advice to operational areas of the Department on the impact and effectiveness of various policies and practices on Aboriginal and Torres Strait Islander (ATSI) clients.

The Aboriginal Unit also supports the Department's

formal processes for consulting with Aboriginal and Torres Strait Islander staff members through consultative mechanisms such as the Aboriginal Staff Advisory Committee and the annual Aboriginal staff conference.

ORGANISATIONAL INFRASTRUCTURE

Risk Management and Insurance Activities

During 2005-2006 a number of internal audits were carried out on a number of high risk exposures identified in the 'enterprise-wide' risk assessment carried out in May 2005. The audits covered issues such as Strategic and Business Planning, Program Risk Assessment, Detainee Classification, Critical Incident Reporting and Handling, Research Co-ordination and Reporting and review of IT Third Party Service Providers.

A detailed Internal Audit Service Plan has been developed for the years 2006-2007 and 2007-2008, which will also focus on the higher risk areas, identified in the 'enterprise-wide' risk assessment. The risk assessment will also be used in the development of a four-year risk focussed Internal Audit Plan. The risk management program will be under the direction of the Audit Committee and will be looking to increase the awareness of risk management principles and practices within the Department.

The Department's insurance program provides cover for five classes of risk worldwide including workers compensation, motor vehicle, property, public liability (including Professional Indemnity and Directors/Officers liability) and miscellaneous. The role and charter of the Audit Committee was expanded to include risk management during 2005-2006 with the new committee now being known as the Audit and Risk Management Committee.

The Committee will also be adopting the Better Practice Guide issued by the NSW Audit Office in assessing performance against the objectives listed in the charter. This will include reviewing Departmental performance in adhering to risk management guidelines and practices.

Since June 1989 the Department's insurable risks have been covered by the Treasury Managed Fund and covers workers compensation, motor vehicle, property, public liability (including professional indemnity and Directors/Officers liability) and miscellaneous.

Occupational Health and Safety

In 2005-2006 the Executive endorsed a three-year Occupational Health Safety and Injury Management (OHS&IM) Strategic Plan for the Department.

The Strategic Plan builds on the previous Strategic Plan (2002 to 2005) and incorporates the targets and indicators externally set in the "Working Together" Public Sector OHS&IM Strategy 2005-2008. An aim of the DJJ Strategic Plan is to build a foundation of baseline data on which to guide strategies and to measure against NSW Government-set targets. Once the baseline data is securely established, relevant OHS and injury management interventions can be developed and implemented.

The NSW Public Sector "Working Together" strategy promotes DJJ's relationship with the Treasury Managed Fund (TMF) and WorkCover to improve OHS&IM practices and enhance programs to address identified priority areas. Information sharing with juvenile justice centres regarding claims history and incident/accident data at management level has continued the focus on occupational health and safety and managing injured employees.

As part of the Strategic Plan, the OHS&IM Steering Committee was established to oversee its implementation. It is charged with a number of responsibilities and foremost of those are: identifying emerging issues and trends, setting OHS programs and targets and monitoring performance. The first meeting of the Committee took place in December 2005. The Committee is chaired by the Director General.

WorkCover Prosecution

Following hearings in December 2005, the NSW Industrial Relations Commission handed down its decision relating to breaches of the *Occupational Health and Safety Act* 2000 that occurred at Kariong Juvenile Justice Centre in October and November 2002. The Department was charged for two offences under section 8 of the Act and was fined a total amount of \$165,000. The final amount of the fine imposed reflected the judge's belief that the Department "was strongly committed to ensuring the health and safety of its employees".

Workers Compensation

In 2005-2006 the Department was allocated a new workers compensation insurer, Employers Mutual Limited. The NSW Government provided for a transition arrangement wherein new insurers like Employers Mutual Limited accepted new workers compensation claims from 1 July and the previous workers compensation insurer, GIO, continued to manage existing claims until 31 December 2005. From 1 January 2006, Employers Mutual Limited became the Department's sole workers compensation insurer.

Workers compensation data previously supplied by the GIO is now to be supplied by a data warehouse administered by SICorp (Self Insurers Corporation). Data from the warehouse indicates that the Department's largest claims continue to be in the categories of trips, slips and falls; of a client-related nature; body stress; and psychological harm.

Workers Compensation Claims

Data as at	Fund Year	Number of New Claims	Incurred cost	Average Incurred Cost
30 June 04	2003-2004	281	\$1,592,000	\$5,665
30 June 05	2004-2005	272	\$1,897,000	\$6,974
30 June 06	2005-2006	207	\$1,720,706	\$8,312

Note: From 2003-2004, workers compensation data was based on Treasury Managed Fund information. From 2005-2006, the information is based on data from SICorp.

From June 2005 to June 2006, the number of Workers compensation claims reduced by 24 percent. Workers compensation claims information shows that in 2005-2006 the most common work-related injuries to staff were physical stress injuries such as sprains (32%), injuries due to trips, slips and falls (30%) and injuries occurred in dealing with clients (22%).

The Department is committed to reducing time lost from work due to workers compensation, by maintaining a strong emphasis on early return to work of injured workers to undertake either pre-injury duties other suitable duties where appropriate.

- The provision of information, education and ongoing advice to local management to ensure a consistent approach to the management of claims; and
- The development of specific suitable duties schedules for each juvenile justice centre to assist with the identification and allocation of suitable duties, consistent with injured worker's medical restrictions.

Employee Assistance Provider

Guided by the Department of Commerce, the Department of Juvenile Justice established a competitive tender for an employee assistance provider. Following a successful tender, ITIM Australia Limited began operating as DJJ's external counselling provider in January 2006.

ITIM delivers confidential, flexible and free of charge general counselling (limited to 3 sessions per year) and trauma counselling after any critical incident. The service is available to all DJJ staff and immediate family members on a 24-hour/7 day basis.

Human Resources

An Overview of the Department's Staffing

The average number of full time equivalent staff (FTE) employed in the Department, including front-line casual staff, mentors and community based sessional supervisors during 2005-2006 was 1,480. During 2005-2006 no offers of voluntary redundancy were made.

The Department's personnel policies and practices are consistent with the *Public Sector Employment* and *Management Act 2002, Occupational Health* and *Safety Act 2000,* other relevant legislation and the NSW Personnel Handbook.

Learning and Development

The Department is a Registered Training Organisation and as such can provide both nationally-accredited training and non-accredited training to its staff.

The Department provided the following nationally recognised courses:

 Certificate IV in Juvenile Justice (up to November 2005)

- Certificate IV in Youth Work (Juvenile Justice) (from November 2005)
- Certificate IV in Assessment and Workplace Training (up to November 2005)
- Certificate IV in Business (Frontline Management).

There were a total of 10,704 attendances at formal Departmental training. These figures do not include attendance at training conducted as part of staff conferences or locally arranged courses.

In 2005-2006 new Management Development and Coaching programs were introduced for Unit Coordinators, Unit Managers and Assistant Managers.

- Thirty Unit Coordinators and Unit Managers attended the Operational Management Development Program.
- Ten Assistant Managers attended the Assistant Manager Coaching program.

In addition, 122 staff attended management development short courses and 160 staff attended general staff training including computer application training.

Yasmar Training Facility

Renovations to establish a staff training facility at the former Yasmar Juvenile Justice Centre in Haberfield began in May 2006.

The refurbishment and recommissioning of the centre as a training facility provides the Department with a central location for general staff training, Youth Officer induction and emergency response training. The facility allows hands-on practical training in a simulated 'live' environment for operational staff across the Department. The facility is also used for the training of community-based services staff, including new induction training due to be implemented in 2006-2007.

Refurbishment has included the establishment of a computer training room and two general training rooms. Two other smaller rooms have also been furnished within the site to be used to simulate conditions experienced by staff at the frontline within centres.

Yasmar is also available as a training location for other justice agencies, and by 30 June 2006 had also been used by the Department of Corrective Services. NSW Police is also scheduled to use the training facility in the 2006-2007 year.

Equity

During 2005-2006 the Department continued implementation of initiatives contained in the:

- Equity Action Plan,
- Disability Action Plan,
- Spokeswomen's Strategic Plan; and
- Aboriginal and Torres Strait Islander Employment and Career Developmen Strategy.

In 2005-2006, a formal review of the Equity Action Plan was undertaken including conducting focus groups with staff and managers. As a result of this review, the Equity Action Plan 2006-2010 was drafted to reflect the Department's main priorities in terms of its Equal Employment Opportunity (EEO) target groups. The new draft Equity Action Plan 2006-2010 was presented to the Equity Committee on 30 June 2006.

The Department expanded its use of the Youth Officer Relief Pool to provide greater opportunities for permanent employment and reduce inconsistencies in casual shift rostering.

Equity principles continued to be promoted through the Departmental Code of Conduct, via information published on the Department's Intranet, in the induction of new staff, and through training in such areas as selection techniques and management development programs.

There were an additional three Spokeswomen appointed in the Department, achieving a better representation of Spokeswomen across regional areas, centres, community and Youth Justice Conferencing. Some Spokeswomen have participated in management and regional meetings, thereby highlighting women's issues and enhancing communication channels with management.

The Department of Juvenile Justice is justifiably proud to be one of the leading employers of Aboriginal and Torres Strait Islander staff in NSW and well exceeds benchmarks for the employment of Indigenous staff in NSW government agencies.

The Department has achieved this high representation of Aboriginal and Torres Strait Islander staff through the establishment of identified positions, targeted recruitment and training programs and by creating a supportive work environment.

Aboriginal and Torres Strait Islander staff members are highly valued for their cultural skills and experience and this is formally recognised through consultative mechanisms such as the Aboriginal Staff Advisory Committee and the annual Aboriginal staff conference.

In June 2006, the Department drafted a 2006-2010 Aboriginal Recruitment and Retention Strategy. This strategy will enhance the positive moves that have been made to recruit and retain Aboriginal staff. Currently, all identified Aboriginal positions are advertised in the Koori Mail and there is an Aboriginal representative on selection panels. To support the Department's recruitment of Aboriginal Youth Officers, an Aboriginal staff member attends information nights to advise potential applicants.

In 2006-2007, the Department's equity program will focus on:

- Improving our EEO information base and communication with staff;
- Attracting and Retaining Aboriginal staff;
- Maintaining equitable allocation of shifts and overtime;
- Enhancing management skills and performance; and
- Developing organisational communication.

In pursuing these outcomes, the Department will:

- Develop and publish the year Equity Action Plan 2006-2010;
- Finalise and publish its Aboriginal Recruitment and Retention Strategy 2006-2010;
- Implement strategies to recruit and retain Aboriginal staff, commensurate with its client base;
- Implement a Management Development Program and guidelines on managing staff performance and conduct; and
- Implement new initiatives in improving communication across the Department.

Industrial Relations

The primary mechanism for managing industrial relations issues at a peak level between the Department and the NSW Public Service Association (PSA) continues to be the Joint Consultative Committee (JCC).

The majority of industrial issues that arose during 2005-2006 were able to be resolved through consultation and negotiation with the PSA. Two industrial disputes were notified to the NSW Industrial Relations Commission (IRC) for dispute resolution or arbitration. One has been finalised and the other is being resolved at a Departmental level. Neither dispute resulted in any lost time or industrial action.

The Department has continued to be involved in the development and management of sector -wide issues, including assisting the Public Employment Office (PEO) in preparation for the industrial proceedings for a new service-wide

Psychologists Award and in participation on PEO working parties. *The Crown Employees (Department of Juvenile Justice - Detention Centres) Award* 2005 was also varied to include new provisions arising from the decision by the IRC in the Family Provisions Case 2005 to provide for access for casuals to unpaid bereavement, personal carer's and parental leave.

Departmental Investigations

The Department has worked diligently over the past year to enhance the professionalism of its internal disciplinary processes. A major investment has been made to improve the quality of investigations to ensure that staff are accorded full procedural fairness, and that the requirements of oversight bodies such as the Ombudsman and the Commission for Children and Young People are complied with.

As part of this process, the Department's Professional Conduct Committee was formed.

The Committee is composed of senior legal, operational and administrative staff. It meets on a weekly basis to consider and assess allegations of serious non-reportable conduct (misconduct) that cannot be dealt with at the local level, or reportable conduct by casual, temporary and permanent employees of the Department of Juvenile Justice.

The committee considers relevant documentation and surveillance material and makes recommendations for either disciplinary action, or referral to Regional Directors for management under delegation.

A separate senior committee, the Employee Risk Assessment Committee (ERAC), addresses performance management issues where it has been identified that there is some pattern of risk at the local level through a number of similar incidents.

The Role of the Commission for Children and Young People (CCYP)

The Department has reporting responsibilities under the *Commission for Children and Young People Act* 1998 (the Act). The Act currently requires the Department to notify to the CCYP details of any employee who has been the subject of completed relevant disciplinary proceedings. For some considerable time, DJJ staff have been concerned that the inherent requirements of their position – involving use of force with juveniles – expose them unfairly to the risk of CCYP notification.

This year the Director General of DJJ and the Commissioner for Children and Young People reached a "class or kind" agreement, which clarifies that staff using force legitimately are not subject to notification. Excessive use of force is of course still vigorously investigated under the oversight of the Ombudsman.

The Department complies with the CCYP requirement to complete 'Working with Children Checks' for employees of the Department.

A Department representative currently attends the CCYP Participation in Casework Steering Committee.

This committee works to enhance current practice and develop opportunities to increase participation of children and young people in case planning in DJJ.

The committee also aims to identify operational issues that impede participation of children and young people and to develop short training courses to support participation of young people that are involved with DJJ and other NSW government agencies.

Capital Works Program

The Department's major capital works program for 2005-2006 included the completion of a major \$24.3m redevelopment of the Reiby Juvenile Justice Centre and the final works for the \$30.6m development of the Juniperina Juvenile Justice Centre for Young Women. There was also ongoing upgrading of security in all detention centres.

Reiby Juvenile Justice Centre

The Reiby redevelopment included replacement of dormitory accommodation with single room accommodation, construction of a new, secure admissions area, and improvements to the visitors', administrative and school facilities. Work in 2005-2006 included the completion of the third new accommodation unit and complete refurbishment of a fourth existing unit. Final completion of the project included civil and landscaping works across the whole complex and installation of security cameras and razor wire. The project was completed and officially opened in May 2006.

Juniperina Juvenile Justice Centre

Although the major redevelopment of Juniperina Juvenile Justice Centre was completed in mid-2005, additional capital works to outdoor areas at the centre were undertaken in 2005-2006, along with the refurbishment of the heritage cottage in the grounds of the centre. All work was completed by June 2006.

Custodial Accommodation Management Program

The Department has been allocated \$5.982m over four years to upgrade the camera surveillance systems and to improve internal fencing in order to better manage and monitor detainee movements within the secure environment of juvenile justice centres.

During 2005-2006 the Department upgraded security fencing in a number of locations and installed additional cameras at Juniperina, Reiby, Orana and Keelong Juvenile Justice Centres and commenced works for the replacement of all cameras at Frank Baxter Juvenile Justice Centre.

Client Information Data System (CIDS) Upgrade

From 2003-2004, capital expenditure of \$3.784m has been allocated for the upgrade of the Department's CIDS application. The first release of the new version of the application called the

Client Information Management System (CIMS) went live in August 2005. The next release is scheduled to go live in the second half of the 2006 calendar year.

Business improvements in the next release of CIMS include:

- Functions in the CIMS system have been developed to ensure operational business processes are streamlined and standardised throughout the organisation;
- Controls on the quality of information entered into CIMS have been enhanced through the automation of business processes, such as the automated calculation of critical dates for a young person in custody;
- Workload management functions such as In Tray and Case Load Review will be fully deployed in the next release of CIMS for all levels of the organisation. Through the In Tray notifications, all staff will be automatically notified of actions required to be undertaken by them during the client case management process;
- A more comprehensive set of functions has been introduced in this release of CIMS to support the Youth Justice Conferencing directorate of the Department;
- Improved client casework management through the inclusion of the Intervention Plan function, linked to the Department's client risk assessment tool, will allow staff to better manage client intervention strategies;
- Admission/discharge functions will more accurately record the entry of clients into custody and their management whilst they are under the jurisdiction of the Department; and
- Client related correspondence will be produced from CIMS through the implementation of standardised report and form templates. The introduction of this

functionality will ensure more consistency and improve report writing.

Information Management and Technology

The Information Management and Technology Branch provides information technology and information management services and support. It is also responsible for the collection and management of court outcomes data for juveniles and storage and distribution of client files.

In this year the branch completed the first release of a major capital project to upgrade the Department's client information system, and continued work on a second release.

A post implementation review of the Department's records management compliance program has commenced, while the information security compliance program continues. The network infrastructure capacity planning project which commenced last year is now in its final stage.

In February 2006, the Department launched an upgraded internet site at www.djj.nsw.gov.au. The upgraded site contains more information for the Department's clients and business partners.

Delivery of Electronic Services

The Department has completed its program of external Electronic Service Delivery to the public. There are no new initiatives planned.

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Juvenile Justive Advisory Council of NSW



Juvenile Justice Advisory Council of NSW

The Juvenile Justice Advisory Council (JJAC) provides independent advice to the New South Wales Government on juvenile justice policy and related youth, welfare and legal issues. Council also has a mandate to promote public awareness of, and facilitate constructive discussion on, juvenile justice matters. The council was established with the support of both major parties in the New South Wales Parliament.

The present council was appointed for a three-year term that expires in October 2007. The members possess a range of expertise relevant to juvenile justice issues and policy and represent both the non-government sector and State Government agencies. Council's Chairperson is Professor Chris Cunneen.

Meetings are attended by Ms Jennifer Mason, Director General of the Department of Juvenile Justice in an ex-officio capacity.

Mr Phil Clarke is the Council's Executive Officer and Ms Jo Abela is the Council's Executive Assistant.

In the financial year 2005-2006 the council met on five occasions. During this period, three members resigned and as at the end of June 2006 the council consisted of eight members and one ex-officio position.

MEMBERSHIP

The Council members are:

Professor Chris Cunneen (Chairperson)

Professor Cunneen is the Director of the Institute of Criminology at the University of Sydney. He was previously consultant to the *National Inquiry into the Separation of Aboriginal and Torres Strait Islander Children from their Families.* He has also held positions with the NSW Bureau of Crime Statistics and Research and the Aboriginal Law Centre at the University of NSW. Professor Cunneen has published numerous books on policing, juvenile justice and legal issues.

Ms Bobbi Cattermole

Ms Cattermole possesses wide experience and understanding of various issues affecting Indigenous youth and juvenile justice matters. She is the Chair of the Aboriginal Youth Justice Advisory Network and Youth Specialist for the NSW Aboriginal Justice Advisory Council.

Mr Garner Clancey

Mr Clancey is a private consultant and was previously Senior Program Officer, Youth, NSW Police Service. He lectures at University of Western Sydney and is a Club Council member of North Sydney Police Citizens Youth Club. He possesses a wide experience and understanding of various issues affecting the juvenile justice and the criminal juvenile justice system. He has held positions in the Department of Juvenile Justice, in the area of alcohol and other drugs services in England and in the NSW Police Service.

Mr Ike Ellis

Mr Ellis is the Director of Safety and Security in the NSW Department of Education and Training. He is a retired Assistant Commissioner and Regional Commander, Georges River Region of NSW Police. Prior to his retirement in 2000, Mr Ellis was NSW Police Service sponsor for youth issues. In this role, he was involved in enhancing responses to young people including the development of the *Young Offenders Act* and the establishment of Police Youth Liaison Officers statewide. Mr Ellis is also a member of the Youth Justice Advisory Committee and the PCYC Board of Management.

Mr David McKie

Mr McKie is the Director of Student Welfare in the NSW Department of Education and Training. He has wide experience working with young people, including those with special needs, behaviour difficulties and related mental health problems. Mr McKie is a member of the Child Death Review Team and a member of the Human Services Senior Officers Group for Child Protection.

Ms Elizabeth Moore

Ms Moore is a social worker and lecturer at Charles Sturt University, where she co-ordinates the juvenile justice specialisations in social welfare. She possesses 15 years experience in the areas of child welfare, juvenile justice and corruption prevention, within custodial, casework, management and policy roles. From 1999-2001 Ms Moore was an Official Visitor to a juvenile justice centre.

Ms Sally Peyou

Ms Peyou possesses a Master of Arts degree in Counselling Psychology and has over 15 years experience working with at-risk young people in Australia and the United States. She has previously been an Official Visitor for Juvenile Justice in NSW and is a member of the Young Women's Detention Centres Advisory Group. Ms Peyou has been involved in developing strategies for working with at-risk youth in education systems.

Ms Jane Sanders

Ms Sanders is Principal Solicitor of the Shopfront Youth Legal Centre, which provides free legal advice, representation and information to homeless and disadvantaged young people, legal courses for youth workers and input on policy and law reform campaigns. Ms Sanders is an accredited specialist in criminal law, an active member on numerous committees including the Youth Justice Coalition, Law Society Criminal Law Committee and the management committee of a local youth refuge.

ACTIVITIES AND ACHIEVEMENTS

Provision of Reports/Advice to the Minister

In the financial year 2005-2006, the council provided advice and information to the Minister on the following matters:

- JJAC Report on Indigenous Youth
- JJAC Report on Mental Health Juvenile Forensic Patients

- JJAC Juvenile Remand Report
- JJAC Report on Young Women, Custody and Children
- Discussion Paper Outings and Leave
- Parental Education/Responsibility
- Working Party proposals on the merging of the Young Offenders Act 1997 and the Children (Criminal Proceedings) Act 1987
- Legislative review of the Children (Detention Centres) Act 1987 and the Children (Detention Centres) Regulations 2000 – Discussion Paper
- Corporate Governance Survey 2005 for Legislative Assembly – Public Bodies Review Committee
- Premier's Expenditure Review Committee
- Department of Juvenile Justice Mentor Policy and Guidelines
- Post-Release Support Program Evaluation
- Memorandum of Understanding between the Department of Juvenile Justice and the Department of Community Services
- Memorandum of Understanding between the Department of Juvenile Justice and the NSW Police
- Provision of quarterly report on the status of the Minister's requests and JJAC matters
- Provision of a quarterly Trends in Juvenile Justice report
- Request on a stocktake on the Department of Juvenile Justice
- Official Visitors matters

Liason with Interstate Bodies, Department of Juvenile Justice and other Departments

As part of responding to requests for advice, the Council liaised with the following:

- Attorney General's Department on:
 - Working Party proposals on the merging of the Young Offenders Act 1997 and Children (Criminal Proceedings) Act 1987
- The Department of Juvenile Justice on:
 - Management of difficult behaviour by detainees

Juvenile Justice Advisory Council of NSW

- Mentor Scheme Operational Guidelines
- Corporate Governance Survey 2005 for Legislative Assembly – Public Bodies Review Committee
- Memorandum of Understanding between the Department of Juvenile Justice and the Department of Community Services
- Memorandum of Understanding between the Department of Juvenile Justice and the NSW Police
- Transfer of the Kariong Juvenile Justice Centre to the Department of Corrective Services
- Post-Release Support Program Evaluation Young women's matters
- Children (Detention Centres) Act 1987 section 24(1)(c) matters
- Department of Aboriginal Affairs on an Indigenous research project
- Interstate bodies on matters on:
 - Parental Education
 - Young women's matters
- Legislative Assembly Public Bodies Review Committee - Corporate Governance Survey 2005
- Department of Community Services on Youth Advisory Council

Other Activities

- Ongoing liaison with the Youth Justice Advisory Committee.
- Ongoing monitoring of the over-representation of culturally diverse backgrounds and Aboriginal young persons in Juvenile Justice Centres.
- Production of Juvenile Justice Advisory Council Annual Report for 2004-2005.
- Monitoring of JJAC budget of 2005/06 and preparation of JJAC Budget for 2006-2007.
- Provision of information for council's compliance with DJJ Information Security policy.
- Ongoing maintenance of the Juvenile Justice Advisory Council library for utilisation by council members and departmental personnel.
- JJAC Code of Conduct completed by members.

Representation at Lauches, on Committees and Presentation/ Attendance at Conferences/ Seminars on Juvenile Justice

- Chronic Youth Offending Conference, South Australia, in October 2005
- Youth Justice Advisory Committee
- Official opening of the Juniperina Juvenile Justice Centre
- Delivering crime prevention: making the evidence work Conference, Australian institute of Criminology in November 2005
- Transitions Forum: from juvenile to adult criminal careers in August 2005

GUEST SPEAKERS AT THE COUNCIL MEETINGS

- Minister for Juvenile Justice
- Ms Patricia Gallagher, Director, Research, Planning and Evaluation, Department of Juvenile Justice.

THE SECRETARIAT

The Council's Secretariat is located at:

Department of Juvenile Justice, Level 24, 477 Pitt St, Sydney NSW 2000 PO Box K399 HAYMARKET NSW 1240 Telephone: (02) 9219 9527

Fax: (02) 9219 9511

juvenile justice



Serious Young
Offenders Review Panel



Serious Young Offenders Review Panel

The Serious Young Offenders Review Panel (SYORP) was established in 1998 as an independent body to advise the Director General.

The functions of the panel are to provide recommendations to the Director General on:

- the reclassification of specific classification detainees on serious children's indictable offences;
- the granting of initial supervised community activities, day and overnight leave to serious children's indictable offenders and detainees being dealt with for the offences of dangerous driving causing deaths and aggravated dangerous driving causing death under the Crimes Act 1900;
- supervised community activities for serious children's indictable offenders (September 2005). This was due to an amendment to the Children (Detention Centres) Regulations;
- detainees being dealt with for the offences of dangerous driving causing death and aggravated dangerous driving causing death under the Crimes Act 1900; and
- other detainees specified by the Director General and to consider such other matters as are referred to it by the Director General or the Minister.

The panel members have sought to balance the expectations of the community with needs and expectations of the young persons and their families in accordance with the relevant legislation and departmental guidelines.

MEMBERSHIP

Members of the panel are appointed by the Minister and approved by Cabinet. The composition of the panel is:

- an acting Magistrate (Chairperson);
- an independent person with qualifications

in psychiatry and expertise in child psychiatry;

- an independent community person with expertise in dealing with youth generally;
- a member of the Indigenous community;
- a victim of crime; and
- a delegate of the Assistant Director General (Operations), Department of Juvenile Justice, as an ex-officio member.

MEETINGS

In the financial year 2005-2006, the panel met on twelve occasions.

ACTIONS AND OUTCOMES

In the financial year to the end of June 2006 the panel dealt with 84 cases. The established performance indicators to the end June 2006 showed:

Reclassification Data

- Twenty-one cases were considered for reclassification.
- Fifty-seven percent of juvenile offenders reviewed (12 of 21) were reclassified.
- Ninety percent (19 of 21) of SYORP's recommendations were adopted by the Director General.
- None of the 12 of the cases reclassified were returned to A Classification for misbehaviour.
- Fifty percent of individual detainees cases considered for reclassification were on charges of murder or manslaughter and forty-two percent were on the charge of aggravated sexual assault. No applications for reclassification were sought for detainees serving sentences for offences of armed robbery or robbery with wounding.

Leave Data

- Sixty-three cases were considered for leave.
- Seventy percent (44 of 63) of cases for leave were supported by SYORP.
- Ninety-four percent of SYORP's recommendations

Serious Young Offenders Review Panel

were adopted by the Director General.

- One hundred percent of cases returned from approved leave without incident.
- Fifty-five percent of the individual detainees cases dealt with for leave were on the charges of armed robbery, robbery in company, seventeen percent on manslaughter and ten percent on sexual assault charges.

Seventy-seven percent of all cases considered by SYORP in the financial year were from the detention centres covered by the Hunter/Central Coast Region, eleven percent from the Southern Region, seven percent from the Metropolitan Region and five percent from the Western Region. There were no cases referred from the Northern Region.

THE SECRETARIAT

SYORP's Secretariat is located at:

Department of Juvenile Justice, Level 24, 477 Pitt St, Sydney NSW 2000 PO Box K399 HAYMARKET NSW 1240

Telephone: (02) 9219 9527

Fax: (02) 9219 9511

juvenile justice



Financial Statements



Statement By Department Head for the Year Ended 30 June 2006

Pursuant to Section 45F of the Public Finance and Audit Act 1983. I state that:

- (a) the accompanying financial statements have been prepared in accordance with applicable Australian Accounting Standards, the requirements of the *Public Finance and Audit Act 1983* and Regulation and the Financial Reporting Directions published in the Financial Reporting Code for Budget Dependent General Government Sector Agencies or issued by the Treasurer.
- (b) the statements exhibit a true and fair view of the financial position and transactions of the agency.
- (c) there are no circumstances that would render any particulars included in the financial statements to be misleading or inaccurate.

Jampinasa

JENNIFER MASON Director General TERRY STRATFORD Manager, Finance



GPO BOX 12 Sydney NSW 2001

INDEPENDENT AUDIT REPORT

Department of Juvenile Justice

To Members of the New South Wales Parliament

Audit Opinion

In my opinion, the financial report of the Department of Juvenile Justice (the Department):

- presents fairly the Department's financial position as at 30 June 2006 and its performance for the year ended on that date, in accordance with Accounting Standards and other mandatory financial reporting requirements in Australia, and
- complies with section 45E of the Public Finance and Audit Act 1983 (the Act) and the Public Finance and Audit Regulation 2005.

My opinion should be read in conjunction with the rest of this report.

Scope

The Financial Report and the Director-General's Responsibility

The financial report comprises the operating statement, statement of changes in equity, balance sheet, cash flow statement, summary of compliance with financial directives and accompanying notes to the financial statements for the Department, for the year ended 30 June 2006.

The Director-General is responsible for the preparation and true and fair presentation of the financial report in accordance with the Act. This includes responsibility for the maintenance of adequate accounting records and internal controls that are designed to prevent and detect fraud and error, and for the accounting policies and accounting estimates inherent in the financial report.

Audit Approach

I conducted an independent audit in order to express an opinion on the financial report. My audit provides reasonable assurance to Members of the New South Wales Parliament that the financial report is free of material misstatement.

My audit accorded with Australian Auditing Standards and statutory requirements, and I:

- assessed the appropriateness of the accounting policies and disclosures used and the reasonableness of significant accounting estimates made by the Director-General in preparing the financial report, and
- examined a sample of evidence that supports the amounts and disclosures in the financial report.

An audit does not guarantee that every amount and disclosure in the financial report is error free. The terms 'reasonable assurance' and 'material' recognise that an audit does not examine all evidence and transactions. However, the audit procedures used should identify errors or omissions significant enough to adversely affect decisions made by users of the financial report or indicate that the Director-General had not fulfilled her reporting obligations.

My opinion does not provide assurance:

- about the future viability of the Department,
- that it has carried out its activities effectively, efficiently and economically,
- about the effectiveness of its internal controls, or
- on the assumptions used in formulating the budget figures disclosed in the financial report.

Audit Independence

The Audit Office complies with all applicable independence requirements of Australian professional ethical pronouncements. The Act further promotes independence by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General, and
- mandating the Auditor-General as auditor of public sector agencies but precluding the provision of non-audit services, thus ensuring the Auditor-General and the Audit Office are not compromised in their role by the possibility of losing clients or income.

M T Spriggins

Director, Financial Audit Services

SYDNEY

18 October 2006

Operating Statement for the Year Ended 30 June 2006

	Notes	Actual 2006 \$'000	Budget 2006 \$'000	Actual 2005 \$'000
Expenses excluding losses				
Operating expenses Employee related Other operating expenses	2(a) 2(b)	101,562 24,055	99,275 21,522	95,513 21,612
Depreciation and amortisation	2(c)	6,685	7,776	6,466
Grants and subsidies	2(d)	6,227	6,808	6,935
Finance costs	2(e)	30	-	48
Total Expenses excluding losses		138,559	135,381	130,574
Less:				
Revenue				
Sale of goods and services	3(a)	95	66	122
Investment revenue	3(b)	577	260	429
Grants and contributions	3(c)	2,505	2,445	4,482
Other revenue	3(d)	5,719	836	5,839
Total Revenue		8,896	3,607	10,872
Gain/(loss) on disposal	4	(9,685)	-	(11,282)
Net Cost of Services	20	139,348	131,774	130,984
Government Contributions				
Recurrent appropriation	5	122,658	120,383	110,427
Capital appropriation	5	12,906	12,665	34,318
Acceptance by the Crown Entity of				
employee benefits and other liabilities	6	3,645	4,374	9,080
Total Government Contributions		139,209	137,422	153,825
SURPLUS / (DEFICIT) FOR THE YEAR		(139)	5,648	22,841

Statement of Changes in Equity for the Year Ended 30 June 2006

	Notes	Actual 2006 \$'000	Budget 2006 \$'000	Actual 2005 \$'000
Net increase/(decrease) in property, plant and equipment asset revaluation reserve	I	5,741	-	
TOTAL INCOME AND EXPENSE RECOGNISED DIRECTLY IN EQUITY		5,741	-	
Surplus/ (Deficit) for the Year		(139)	5,648	22,841
TOTAL INCOME AND EXPENSE RECOGNISED FOR THE YEAR	16	5,602	5,648	22,841

Balance Sheet as at — 30 June 2006 —

	Notes	Actual 2006 \$'000	Budget 2006 \$'000	Actual 2005 \$'000
ASSETS				
Current Assets				
Cash and cash equivalents	8	13,146	11,552	10,424
Receivables	10	2,187	3,983	4,073
Assets held for sale		-	9,758	-
Total Current Assets		15,333	25,293	14,497
Non-Current Assets				
Property, Plant and Equipment				
- Land and buildings	11	195,003	193,130	201,175
- Plant and equipment	11	6,002	636	3,645
- Infrastructure systems	11	21,638	16,734	14,547
Total Property, plant and equipment		222,643	210,500	219,367
Intangible assets	12	5,208	8,795	4,797
Total Non-Current Assets		227,851	219,295	224,164
Total Assets		243,184	244,588	238,661
LIABILITIES				
Current Liabilities				
Payables	13	4,132	4,776	4,601
Provisions	14	9,534	9,082	8,838
Other	15	234	253	468
Total Current Liabilities		13,900	14,111	13,907
Non-Current Liabilities				
Provisions	14	700	641	566
Total Non-Current Liabilities		700	641	566
Total Liabilities		14,600	14,752	14,473
Net Assets	:	228,584	229,836	224,188
EQUITY				
Reserves	16	60,573	57,475	57,475
Accumulated funds	16	168,011	172,361	166,713
Total Equity		228,584	229,836	224,188
	:			

Cash Flows Statement for the Year Ended 30 June 2006

	Notes	Actual 2006 \$'000	Budget 2006 \$'000	Actual 2005 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments Employee related Grants and subsidies Other		(97,105) (6,227) (29,394)	(94,407) (6,808) (25,822)	(91,265) (6,935) (28,058)
Total Payments		(132,726)	(127,037)	(126,258)
Receipts Sale of goods and services Interest received Other Total Receipts		95 506 12,551 13,152	66 260 7,456 7,782	122 244 17,661 18,027
Cash Flows from Government Recurrent appropriation Capital appropriation Cash reimbursements from the Crown Entity Cash transfers to the Consolidated Fund Net Cash Flows from Government		122,883 12,915 - (464) 135,334	120,383 12,665 - - 133,048	110,743 34,466 5,528 - 150,737
NET CASH FLOWS FROM OPERATING ACTIVITIES	20	15,760	13,793	42,506
CASH FLOWS FROM INVESTING ACTIVITIES Proceeds from sale of Land and Buildings, Interpretation of Plant and Equipment and Infrastructure Systems of Land and Buildings, Intangibles Plant and Equipment and Infrastructure Systems of Land Systems of Land Equipment and Infrastructure Systems of Land Equipment	rstems	(13,052)	(12,665)	(35,032)
INVESTING ACTIVITIES		(13,038)	(12,665)	(35,028)
NET INCREASE/(DECREASE) IN CASH Opening cash and cash equivalents		2,722 10,424	1,128 10,424	7,478 2,946
CLOSING CASH AND CASH EQUIVALENTS	8	13,146	11,552	10,424

Summary of Compliance with Financial Directives

		20	2006			20	2005	
	Recurrent Appropriation \$'000	Expenditure / Net Claim on Consolidated Fund \$'000	Capital Appropriation \$'000	Expenditure / Net Claim on Consolidated Fund \$'000	Recurrent Appropriation \$'000	Expenditure \$'000	Capital Appropriation \$'000	Expenditure \$'000
Original Budget Appropriation/ Expenditure								
Appropriation Act s 24 PF & AA - transfers of functions between departments	120,383	120,158	12,665	12,461	(2,498)	108,680	36,375	34,318
	120,383	120,158	12,665	12,461	108,680	108,680	36,375	34,318
Other Appropriations / Expenditure								
Treasurer's Advance	2,500	2,500	200	445	2,264	1,747	1	1
	2,500	2,500	200	445	2,264	1,747	1	1
Total Appropriations/Expenditure/ Net Claim on Consolidated Fund (includes transfer payments)	122,883	122,658	13,165	12,906	110,944	110,427	36,375	34,318
Amount drawn down against Appropriation		122,883		12,915		110,743		34,466
Liability to Consolidated Fund*		225		6		316		148

The Summary of Compliance is based on the assumption that Consolidated Fund monies are spent first (except where otherwise identified or prescribed).

^{*} The "Liability to Consolidated Fund" represents the difference between the "Amount Drawn down against Appropriation" and the "Total Expenditure / Net Claim on Consolidated Fund".

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Reporting Entity

The Department of Juvenile Justice is a reporting entity with no other entities under its control.

The Department of Juvenile Justice is a NSW government department. The Department is a not-for-profit entity (as profit is not its principal objective) and it has no cash generating units. The reporting entity is consolidated as part of the NSW Total State Sector Accounts.

As the agency operates under one program, the provision of a separate program statement is not considered necessary. The information relating to this program is shown in the agency's Statement of Financial Performance.

The financial report for the year ended 30 June 2006 has been authorised for issue by the Director-General on 18th October 2006.

(b) Basis of Preparation

The agency's financial report is a general purpose financial report which has been prepared in accordance with:

- applicable Australian Accounting Standards (which include Australian equivalents to International Financial Reporting Standards (AEIFRS));
- the requirements of the *Public Finance and Audit Act 1983* and Regulation; and
- the Financial Reporting Directions published in the Financial Reporting Code for Budget Dependent General Government Sector Agencies or issued by the Treasurer.

Property, plant and equipment is measured at fair value. Other financial report items are prepared in accordance with the historical cost convention.

Judgements, key assumptions and estimations management has made are disclosed in the relevant notes to the financial report.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency.

(c) Statement of Compliance

The financial statements and notes comply with Australian Accounting Standards, which include AEIFRS.

This is the first financial report prepared based on AEIFRS and comparatives for the year ended 30 June 2005 have been restated accordingly, except as stated below.

In accordance with AASB 1 First-time Adoption of Australian Equivalents to International Financial Reporting Standards and Treasury Mandates, the date of transition to AASB 132 Financial Instruments: Disclosure and Presentation and AASB 139 Financial Instruments: Recognition and Measurement has been deferred to 1 July 2005. As a result, comparative information for these two Standards is presented under the previous Australian Accounting Standards which applied to the year ended 30 June 2005.

The basis used to prepare the 2004/05 comparative information for financial instruments under previous Australian Accounting Standards is discussed in Note 1(aa) below. The financial instrument accounting policies for 2005/06 are specified in Notes 1(r)-(t) and (x) below.

Reconciliations of AEIFRS equity and surplus or deficit for 30 June 2005 to the balances reported in the 30 June 2005 financial report are detailed in Note 24. This note also includes separate disclosure of the 1 July 2005 equity adjustments arising from the adoption of AASB 132 and AASB 139.

(d) Income Recognition

Income is measured at the fair value of the consideration or contribution received or receivable. Additional comments regarding the accounting policies for the recognition of income are discussed below.

(i) Parliamentary Appropriations & Contributions

Parliamentary appropriations and contributions from other bodies (including grants and donations) are generally recognised as income when the agency obtains control over the assets comprising the appropriations / contributions. Control over appropriations and contributions is normally obtained upon the receipt of cash.

An exception to the above is when appropriations are unspent at year end. In this case, the authority to spend the money lapses and generally the unspent amount must be repaid to the Consolidated Fund in the following financial year. As a result, unspent appropriations are accounted for as liabilities rather than revenue.

The liability is disclosed in Note 15 as part of "Current Liabilities - Other". The amount will be repaid and the liability will be extinguished next financial year.

(ii) Sale of Goods

Revenue from the sale of goods is recognised as revenue when the agency transfers the significant risks and rewards of ownership of the assets.

(iii) Rendering of Services

Revenue is recognised when the service is provided or by reference to the stage of completion (based on labour hours incurred to date).

(iv) Investment revenue

Interest revenue is recognised using the effective interest method as set out in AASB 139 *Financial Instruments: Recognition and Measurement.* Rental revenue is recognised in accordance with AASB 117 *Leases* on a straight-line basis over the lease term.

(e) Employee Benefits and other provisions

(i) Salaries and Wages, Annual Leave, Sick Leave and On-Costs

Liabilities for salaries and wages (including non-monetary benefits), annual leave and paid sick leave that fall due wholly within 12 months of the reporting date are recognised and measured in respect of employees' services up to the reporting date at undiscounted amounts based on the amounts expected to be paid when the liabilities are settled.

The Department of Juvenile Justice measures long-term annual leave at nominal value, rather than at present value as the financial impact of discounting on the portion of the long-term leave is not material.

Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in the future.

The outstanding amounts of payroll tax, workers' compensation insurance premiums and fringe benefits tax, which are consequential to employment, are recognised as liabilities and expenses where the employee benefits to which they relate have been recognised.

(ii) Long Service Leave and Superannuation

The agency's liabilities for long service leave and defined benefit superannuation are assumed by the Crown Entity. The agency accounts for the liability as having been extinguished, resulting in the amount assumed being shown as part of the non-monetary revenue item described as "Acceptance by the Crown Entity of employee benefits and other liabilities". Prior to 2005/06 the Crown Entity also assumed the defined contribution superannuation liability.

Long service leave is measured at present value in accordance with AASB 119 *Employee Benefits*. This is based on the application of certain factors (specified in NSWTC 06/09) to employees with five or more years of service, using current rates of pay. These factors were determined based on an actuarial review to approximate present value.

The superannuation expense for the financial year is determined by using the formulae specified in the Treasurer's Directions. The expense for certain superannuation schemes (i.e. Basic Benefit and First State Super) is calculated as a percentage of the employees' salary. For other superannuation schemes (i.e. State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions.

(iii) Other Provisions

Other provisions exist when: the agency has a present legal or constructive obligation as a result of a past event; it is probable that an outflow of resources will be required to settle the obligation; and a reliable estimate can be made of the amount of the obligation.

Any provisions for restructuring are recognised only when an agency has a detailed formal plan and the agency has raised a valid expectation in those affected by the restructuring that it will carry out the restructuring by starting to implement the plan or announcing its main features to those affected.

If the effect of the time value of money is material, provisions are discounted using the market yield on Commonwealth government bonds as published by the Reserve Bank of Australia which is a pre-tax rate that reflects the current market assessments of the time value of money and the risks specific to the liability. Rates used are as at reporting date and relate to a term similar to that of the liability being measured.

(f) Insurance

The agency's insurance activities are conducted through the NSW Treasury Managed Fund Scheme of self insurance for Government agencies. The expense (premium) is determined by the Fund Manager based on past claim experience.

(g) Accounting for the Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where:

- the amount of GST incurred by the agency as a purchaser that is not recoverable from the Australian Taxation Office is recognised as part of the cost of acquisition of an asset or as part of an item of expense;
- receivables and payables are stated with the amount of GST included.

(h) Acquisition of Assets

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the agency. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the specific requirements of other Australian Accounting Standards.

Assets acquired at no cost, or for nominal consideration, are initially recognised at their fair value at the date of acquisition (see also assets transferred as a result of an administrative restructure – Note (w)).

Fair value is the amount for which an asset could be exchanged between knowledgeable, willing parties in an arm's length transaction.

Where payment for an asset is deferred beyond normal credit terms, its cost is the cash price equivalent, i.e. deferred payment amount is effectively discounted at an asset-specific rate.

(i) Capitalisation Thresholds

Property, plant and equipment and intangible assets costing \$5,000 and above individually (or forming part of a network costing more than \$5,000) are capitalised.

(j) Revaluation of Property, Plant and Equipment

Physical non-current assets are valued in accordance with the "Valuation of Physical Non-Current Assets at Fair Value" Policy and Guidelines Paper (TPP 05-3). This policy adopts fair value in accordance with AASB 116 Property, Plant and Equipment.

Property, plant and equipment is measured on an existing use basis, where there are no feasible alternative uses in the existing natural, legal, financial and socio-political environment. However, in the limited circumstances where there are feasible alternative uses, assets are valued at their highest and best use.

Fair value of property, plant and equipment is determined based on the best available market evidence, including current market selling prices for the same or similar assets. Where there is no available market evidence, the asset's fair value is measured at its market buying price, the best indicator of which is depreciated replacement cost.

Land and buildings are revalued at least every five years or with sufficient regularity to ensure that the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. The last revaluation was completed on 30 June 2002 and was based on an independent assessment. In 2006, Juniperina and Cobham's land and buildings were subject to a full revaluation, while other land and buildings were revalued using the desktop method. The valuations were performed by the Australian Valuation Office.

Non-specialised assets with short useful lives are measured at depreciated historical cost, as a surrogate for fair value.

When revaluing non-current assets by reference to current prices for assets newer than those being revalued (adjusted to reflect the present condition of the assets), the gross amount and the related accumulated depreciation are separately restated.

For other assets, any balances of accumulated depreciation at the revaluation date in respect of those assets are credited to the asset accounts to which they relate. The net asset accounts are then increased or decreased by the revaluation increments or decrements.

Revaluation increments are credited directly to the asset revaluation reserve, except that, to the extent that an increment reverses a revaluation decrement in respect of that class of asset previously recognised as an expense in the surplus/deficit, the increment is recognised immediately as revenue in the surplus/deficit.

Revaluation decrements are recognised immediately as expenses in the surplus/deficit, except that, to the extent that a credit balance exists in the asset revaluation reserve in respect of the same class of assets, they are debited directly to the asset revaluation reserve.

As a not-for-profit entity, revaluation increments and decrements are offset against one another within a class of non-current assets, but not otherwise.

Where an asset that has previously been revalued is disposed of, any balance remaining in the asset revaluation reserve in respect of that asset is transferred to accumulated funds.

(k) Impairment of Property, Plant and Equipment

As a not-for-profit entity with no cash generating units, the Agency is effectively exempted from AASB 136 *Impairment of Assets* and impairment testing. This is because AASB 136 modifies the recoverable amount test to the higher of fair value less costs to sell and depreciated replacement cost. This means that, for an asset already measured at fair value, impairment can only arise if selling costs are material. Selling costs are regarded as immaterial.

(I) Depreciation of Property, Plant and Equipment

Depreciation is provided for on a straight-line basis for all depreciable assets so as to write off the depreciable amount of each asset as it is consumed over its useful life to the agency.

All material separately identifiable components of assets are depreciated over their shorter useful lives.

Land is not a depreciable asset.

Depreciation of the agency's assets for accounting purposes is provided for as follows:

■ Buildings (including furniture and fittings) and Infrastructure

Buildings and infrastructure are depreciated over 50 years. Furniture and fittings in leasehold premises are amortised over the unexpired period of the lease or the useful life of the asset, whichever is the shorter.

Plant and Equipment

Computer equipment that forms part of a network is aggregated as a single asset and depreciated over 3 years. Major plant is depreciated over 10 years. All other plant and equipment is depreciated over 5 years.

The useful lives of assets are reviewed on an annual basis.

(m) Major Inspection Costs

When each major inspection is performed, the labour cost of performing major inspections for faults is recognised in the carrying amount of an asset as a replacement of a part, if the recognition criteria are satisfied.

(n) Restoration Costs

The estimated cost of dismantling and removing an asset and restoring the site is included in the cost of an asset, to the extent it is recognised as a liability.

(o) Maintenance

Day-to-day servicing costs or maintenance are charged as expenses as incurred, except where they relate to the replacement of a part or component of an asset, in which case the costs are capitalised and depreciated.

(p) Leased Assets

A distinction is made between finance leases which effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership of the leased assets, and operating leases under which the lessor effectively retains all such risks and benefits.

The agency has not entered into any finance leases.

Operating lease payments are charged to the Operating Statement in the periods in which they are incurred.

(q) Intangible Assets

The agency recognises intangible assets only if it is probable that future economic benefits will flow to the agency and the cost of the asset can be measured reliably. Intangible assets are measured initially at cost. Where an asset is acquired at no or nominal cost, the cost is its fair value as at the date of acquisition.

All research costs are expensed. Development costs are only capitalised when certain criteria are met.

The useful lives of intangible assets are assessed to be finite.

Intangible assets are subsequently measured at fair value only if there is an active market. As there is no active market for the agency's intangible assets, the assets are carried at cost less any accumulated amortisation.

The agency's softwares are amortised using the straight line method over a period of 5 years.

In general, intangible assets are tested for impairment where an indicator of impairment exists. However, as a not-for-profit entity with no cash generating units, the agency is effectively exempted from impairment testing (refer para (k)).

(r) Receivables – Year ended 30 June 2006 (refer to note 1 (aa) for 2004/05 policy)

Receivables are non-derivative financial assets with fixed or determinable payment that are not quoted in an active market. These financial assets are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method, less an allowance for any impairment of receivables. Any changes are accounted for in the Operating Statement when impaired, derecognised or through the amortisation process.

Short-term receivables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

(s) Impairment of financial assets

All financial assets, except those measured at fair value through profit and loss, are subject to an annual review for impairment. An allowance for impairment is established when there is objective evidence that the entity will not be able to collect all amounts due.

For financial assets carried at amortised cost, the amount of the allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. The amount of the impairment loss is recognised in the Operating Statement.

When an available for sale financial asset is impaired, the amount of the cumulative loss is removed from equity and recognised in the Operating Statement, based on the difference between the acquisition cost (net of any principal repayment and amortisation) and current fair value, less any impairment loss previously recognised in the Operating Statement.

Any reversals of impairment losses are reversed through the Operating Statement, where there is objective evidence, except reversals of impairment losses on an investment in an equity instrument classified as "available for sale" must be made through the reserve. Reversals of impairment losses of financial assets carried at amortised cost cannot result in a carrying amount that exceeds what the carrying amount would have been had there not been an impairment loss.

(t) De-recognition of financial assets and financial liabilities – Year ended 30 June 2006

A financial asset is derecognised when the contractual rights to the cash flow from the financial assets expire; or if the agency transfers the financial asset:

- where substantially all the risks and rewards have been transferred;
- where the agency has not transferred substantially all the risks and rewards, if the entity has not retained control.

Where the agency has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset is recognised to the extent of the agency's continuing involvement in the asset.

A financial liability is derecognised when the obligation specified in the contact is discharged or cancelled or expires.

(u) Trust Funds

The agency receives monies in a trustee capacity as set out in Note 21. As the agency performs only a custodial role in respect of these monies, and because the monies cannot be used for the achievement of the agency's own objectives, these funds are not recognised in the financial statements.

(v) Other Assets

Other assets are recognised on a cost basis.

(w) Equity Transfers

The transfer of net assets between agencies as a result of an administrative restructure, transfers of programs / functions and parts thereof between NSW public sector agencies is designated as a contribution by owners and recognised as an adjustment to "Accumulated Funds". This treatment is consistent with Urgent Issued Group Interpretation 1038 Contributions by Owners Made to Wholly Owned Public Sector Entities.

Transfers arising from an administrative restructure between government departments are recognised at the amount at which the asset was recognised by the transferor government department immediately prior to the restructure. In most instances this will approximate fair value. All other equity transfers are recognised at fair value.

Transfer involving statutory bodies and Public Trading Enterprise's are covered under accounting policy for contributions by owners made to wholly-owned public sector entities (TPP06-07). In these circumstances the policy under section 6.2 requires any assets transferred to be recognised at "fair value" to the transferee.

(x) Payables – Year ended 30 June 2006 (refer to note 1 (aa) for 2004/05 policy)

These amounts represent liabilities for goods and services provided to the agency and other amounts. Payables are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

(y) Budgeted Amounts

The budgeted amounts are drawn from the budgets as formulated at the beginning of the financial year and with any adjustments for the effects of additional appropriations, s21A, s24 and/or s26 of the *Public Finance and Audit Act 1983*.

The budgeted amounts in the Operating Statement and the Cash Flow Statement are generally based on the amounts disclosed in the NSW Budget Papers (as adjusted above). However, in the Balance Sheet, the amounts vary from the Budget Papers, as the opening balances of the budgeted amounts are based on carried forward actual amounts i.e. per the audited financial statements (rather than carried forward estimates).

(z) Comparative Information

Comparative figures have been restated based on AEIFRS with the exception of financial instruments information, which has been prepared under the previous AGAAP Standard (AAS 33) as permitted by AASB 1.36A (refer para (aa) below). The transition date to AEIFRS for financial instruments was 1 July 2005. The impact of adopting AASB 132 / 139 is further discussed in Note 24.

(aa) Financial instruments accounting policy for 2004/05 comparative period

Investment income

Interest revenue is recognised as it accrues.

Receivables

Receivables are recognised and carried at cost, based on the original invoice amount less a provision for any uncollectible debts. An estimate for doubtful debts is made when collection of the full amount is no longer probable. Bad debts are written off as incurred.

Payables

These amounts represent liabilities for goods and services provided to the agency and other amounts, including interest. Interest is accrued over the period it becomes due.

(ab) New Australian Accounting Standards issued but not effective

The Department of Juvenile Justice early adopts Accounting Standard AASB 2005-4 regarding AASB 139 fair value adoption. Any initial impacts on first time adoption are discussed as part of Note 24, along with the other AEIFRS impacts.

The following new Accounting Standards have not been applied and are not yet effective:

- AASB 119 (December 2004) Employee Benefits;
- AASB 2004-3 amendments to AASB 119 Employee Benefits;
- AASB 7 Financial Instruments: Disclosures;
- AASB 2005-10 amendments to AASB 7 Financial Instruments: Disclosures.

The impact of these Standards in the period of initial application is uncertain.

	2006 \$'000	2005 \$'000
2 EXPENSES EXCLUDING LOSSES	\$ 000	\$ 000
(a) Employee related expenses Salaries and wages (including recreation leave) Workers' compensation insurance Payroll tax and fringe benefits tax Superannuation - defined benefits plans Superannuation - defined contributions plans Long service leave Redundancy payments	79,851 6,784 5,596 1,387 5,773 2,145 26	74,193 6,446 5,003 1,340 5,528 1,867 1,136 95,513
Employee related costs totalling \$338,461 were capitalised in inta excluded from the above (2004-05: \$447,651).	ngible assets a	nd therefore
(b) Other operating expenses include the followings: General administration Computer network costs Operating lease rental expense - minimum lease payments Maintenance Motor vehicles Cleaning and utilities Travel Acquisition of minor plant and equipment Insurance Auditor's remuneration - audit financial reports Consultancy Bad and doubtful debts Juvenile expenses *Reconciliation - Total Maintenance Maintenance expense - contracted labour and other (non-employee related), as above Employee related maintenance expense included in Note 2(a) Total Maintenance expenses included in Note 2(a) + Note 2(b)	4,749 2,370 2,960 3,704 2,083 1,864 1,578 469 771 151 155 2 3,199 24,055 3,704	4,462 2,370 2,744 2,759 1,818 1,789 1,011 575 826 148 178 6 2,926 21,612
(c) Depreciation and amortisation expense Depreciation Buildings Plant and equipment Infrastructure	3,873 1,598 500 5,971	3,335 2,423 400 6,158
Amortisation	714 6,685	308 6,466
(d) Grants and subsidies General grants and contributions Religious attendance on juveniles Aboriginal programs	5,429 263 535	6,060 315 560
(e) Finance costs Unwinding of discount rate	6,227	6,935

3	REVENUES	2006 \$'000	2005 \$'000
	(a) Sales of goods and services		
	Sale of goods	_	2
	Rendering of services	95	120
		95	122
	(b) Investment revenue		
	Interest	556	376
	Rents	21	53
		577	429
	(c) Grants and contributions		
	NSW Health Dept - National Illicit Drug Strategy	2,178	1,980
	Capital Grants - Ellipse Project	-	1,488
	NSW Dept. of Education and Training - Children in Residential Care	-	81
	Premiers Dept - Ja-Biah Long Term Accommodation Support	-	76
	Premiers Dept - Illawarra Community Solutions	-	164
	Dept of Commerce - Radio and Terminal Equipments Dept of Community Services - Pacifica Program	-	85 270
	Attornery General's - Intensive Court Supervision	180	180
	Capital Grants - BSDP Interface	146	-
	Other	1	158
		2,505	4,482
	(N. O.)		
	(d) Other revenue	207	201
	Family allowance recovery ACT control order	397 185	301 595
	General Insurance	100	10
	TMF hindsight adjustment	3,593	4,813
	Video conferencing usage	-	69
	MSA GST	41	-
	External income	14	19
	Other - Other revenue	1,489	32
		5,719	5,839
4	GAIN/(LOSS) ON DISPOSAL		
	Gain/(loss) on disposal of land and buildings		
	Proceeds from disposal	-	1
	Written down value of assets disposed	9,614	11,233
	Net gain/(loss) on disposal of land and buildings	(9,614)	(11,232)
	Gain/(loss) on disposal of plant and equipment		
	Proceeds from disposal	14	3
	Written down value of assets disposed	85	53
	Net gain/(loss) on disposal of plant and equipment	(71)	(50)
	Gain/ (Loss) on disposal of non-current assets	(9,685)	(11,282)
	, (move) on map could be real of the second block of	(2,000)	(1.7202)

		2006 \$'000	2005 \$'000
5	APPROPRIATIONS	7 000	7 000
	Recurrent appropriations		
	Total recurrent drawdowns from NSW Treasury	122.002	110742
	(per Summary of Compliance)	122,883	110,743
	Less: Liability to Consolidated Fund	(255)	(216)
	(per Summary of Compliance)	(255)	(316)
		122,658	111,427
	Comprising:		
	Recurrent appropriations	122.650	110 107
	(per Operating Statement)	122,658	110,427
	Capital appropriations		
	Total capital drawdowns from NSW Treasury		
	(per Summary of Compliance)	12,915	34,466
	Less: Liability to Consolidated Fund		
	(per Summary of Compliance)	(9)	(148)
		12,906	34,318
	Comprising:		
	Capital appropriations		
	(per Operating Statement)	12,906	34,318
6	ACCEPTANCE BY THE CROWN ENTITY OF EMPLOYEE BENEFITS AND OTHER LIABILITIES		
	The following liabilities and/or expenses have been assumed by the Crown Entity:		
	Company	1 207	6.060
	Superannuation	1,387	6,868
	Long service leave	2,178 80	1,792 420
	Payroll tax	3,645	9,080
			9,000

7 PROGRAMS/ACTIVITIES OF THE DEPARTMENT

The Department of Juvenile Justice operates under a single program 'Juvenile Justice'. The objective and description of that program are as follows:

PROGRAM OBJECTIVE

To seek to break the juvenile crime cycle.

PROGRAM DESCRIPTION

Ensuring provision of quality community and custodial services to maximise the capacity and opportunity of juvenile offenders to choose positive alternatives to offending behaviour.

		2006 \$'000	2005 \$'000
8	CURRENT ASSETS - CASH AND CASH EQUIVALENTS		
	Cash at bank and on hand	13,146	10,424
	For the purposes of the Cash Flow Statement, cash and cash equilvalents includes cash on hand and cash at bank.		
	Cash and cash equivalent assets recognised in the Balance Sheet are reconciled at the end of the financial year to the Cash Flow Statement as follows:		
	Cash and cash equivalents (per Balance Sheet)	13,146	10,424
	Closing cash and cash equivalents (per Cash Flow Statement)	13,146	10,424

Department of Juvenile Justice has the following banking facilities as at 30 June 2006:

Cheque cashing authority of \$28,200 (2004-05: \$27,400), which is the total amount of encashment facility provided to regions to enable recoupment of urgent and minor expenses.

MasterCard facility of \$25,000 (2004-05: \$25,000), which is the total of the credit limit for all issued credit cards.

Tape negotiations authority of \$8million (2004-05: \$5million). This facility authorises the Bank to debit Department of Juvenile Justice's operating bank account up to the above limit when processing the electronic payroll and accounts payables.

9 RESTRICTED ASSETS

	Restricted cash - liability to consolidated funds (Note 15)	234	464
10	CURRENT ASSETS - RECEIVABLES		
	Goods & Services Tax	1,004	1,273
	Employee related	494	634
	ACT control order	-	199
	Grants	-	7
	General Insurance	81	107
	Interest	317	246
	Sundry debtors	53	76
	Less: Allowance for impairment	(4)	(16)
	Prepayments	233	1,482
	Other	9	65
		2,187	4,073

11 NON-CURRENT ASSETS - PROPERTY, PLANT AND EQUIPMENT

	Land and Buildings	Plant and Equipment	Infrastructure Systems	Total
	\$'000	\$'000	\$'000	\$'000
At 1 July 2005				
Gross Carrying Amount	253,010	14,300	22,036	289,346
Accumulated depreciation				
and impairment	(51,835)	(10,655)	(7,489)	(69,979)
Net Carrying Amount - at fair value	201,175	3,645	14,547	219,367
•				
At 30 June 2006				
Gross Carrying Amount	234,934	16,689	30,643	282,266
Accumulated depreciation				
and impairment	(39,931)	(10,687)	(9,005)	(59,623)
Net Carrying Amount - at fair value	195,003	6,002	21,638	222,643
· · · · · · · · · · · · · · · · · · ·				

Reconciliation

A reconciliation of the carrying amounts of each class of property, plant and equipment at the beginning and end of the current reporting period is set out below.

	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure Systems \$'000	Total \$'000
Year ended 30 June 2006	\$ 000	\$ 000	\$ 000	\$ 000
Net carrying amount at start of the year	201,175	3,645	14,547	219,367
Reclassification adjustment	225	(13)	(212)	-
Net revaluation increment less		, ,	, ,	
revaluation decrements	(1,205)	_	6,956	5,751
Additions	9,499	4,054	847	14,400
Disposals	(9,613)	(86)	-	(9,699)
Disposals through administrative				
restructures	(1,205)	-	-	(1,205)
Depreciation expense	(3,873)	(1,598)	(500)	(5,971)
Net carrying amount at end of the year	195,003	6,002	21,638	222,643
	I and and	Dlant and	Infractructure	Total
	Land and Buildings	Plant and Equipment	Infrastructure Systems	Total
	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure Systems \$'000	Total \$'000
At 1 July 2004	Buildings	Equipment	Systems	
At 1 July 2004 Gross Carrying Amount	Buildings	Equipment	Systems	
	Buildings \$'000	Equipment \$'000	Systems \$'000	\$′000
Gross Carrying Amount	Buildings \$'000	Equipment \$'000	Systems \$'000	\$′000
Gross Carrying Amount Accumulated depreciation	Buildings \$'000 256,361	Equipment \$'000 12,589	Systems \$'000 24,206	\$′000 293,156
Gross Carrying Amount Accumulated depreciation and impairment Net Carrying Amount - at fair value	Buildings \$'000 256,361 (56,918)	Equipment \$'000 12,589 (9,137)	Systems \$'000 24,206 (8,104)	\$'000 293,156 (74,159)
Gross Carrying Amount Accumulated depreciation and impairment Net Carrying Amount - at fair value At 30 June 2005	Buildings \$'000 256,361 (56,918) 199,443	Equipment \$'000 12,589 (9,137) 3,452	Systems \$'000 24,206 (8,104) 16,102	\$'000 293,156 (74,159) 218,997
Gross Carrying Amount Accumulated depreciation and impairment Net Carrying Amount - at fair value At 30 June 2005 Gross Carrying Amount	Buildings \$'000 256,361 (56,918)	Equipment \$'000 12,589 (9,137)	Systems \$'000 24,206 (8,104)	\$'000 293,156 (74,159)
Gross Carrying Amount Accumulated depreciation and impairment Net Carrying Amount - at fair value At 30 June 2005 Gross Carrying Amount Accumulated depreciation	Buildings \$'000 256,361 (56,918) 199,443 253,010	Equipment \$'000 12,589 (9,137) 3,452	Systems \$'000 24,206 (8,104) 16,102	\$'000 293,156 (74,159) 218,997
Gross Carrying Amount Accumulated depreciation and impairment Net Carrying Amount - at fair value At 30 June 2005 Gross Carrying Amount Accumulated depreciation and impairment	Buildings \$'000 256,361 (56,918) 199,443 253,010 (51,835)	Equipment \$'000 12,589 (9,137) 3,452 14,300 (10,655)	Systems \$'000 24,206 (8,104) 16,102 22,036 (7,489)	\$'000 293,156 (74,159) 218,997 289,346 (69,979)
Gross Carrying Amount Accumulated depreciation and impairment Net Carrying Amount - at fair value At 30 June 2005 Gross Carrying Amount Accumulated depreciation	Buildings \$'000 256,361 (56,918) 199,443 253,010	Equipment \$'000 12,589 (9,137) 3,452	Systems \$'000 24,206 (8,104) 16,102	\$'000 293,156 (74,159) 218,997

Reconciliation

12

A reconciliation of the carrying amounts of each class of property, plant and equipment at the beginning and end of the previous reporting period is set out below.

	Land and Buildings	Plant and Equipment	Infrastructure Systems	Total
	\$'000	\$'000	\$'000	\$'000
Year ended 30 June 2005				
Net carrying amount at start of the year	199,443	3,452	16,101	218,996
Reclassification adjustment	(103)	103	-	-
Additions	28,620	2,686	773	32,079
Disposals	(10,952)	(54)	(281)	(11,287)
Disposals through administrative				
restructures	(12,498)	(119)	(1,646)	(14,263)
Depreciation expense	(3,335)	(2,423)	(400)	(6,158)
Net carrying amount at end of the year	201,175	3,645	14,547	219,367

INTANGIBLE ASSETS	Software \$'000	Total \$'000
At 1 July 2005	,	,
Cost (gross carrying amount)	5,108	5,108
Accumulated amortisation and impairment	(311)	(311)
Net carrying amount	4,797	4,797
At 30 June 2006		
Cost (gross carrying amount)	6,234	6,234
Accumulated amortisation and impairment	(1,026)	(1,026)
Net carrying amount	5,208	5,208
Year ended 30 June 2006		
Net carrying amount at start of the year	4,797	4,797
Additions (from internal development)	1,125	1,125
Disposals	-	-
Amortisation (recognised in "depreciation and amortisation")	(714)	(714)
Net carrying amount at end of the year	5,208	5,208
	Software	Total
444 L.L. 2004	Software \$'000	Total \$'000
At 1 July 2004	\$'000	\$'000
Cost (gross carrying amount)	\$'000 2,156	\$'000 2,156
Cost (gross carrying amount) Accumulated amortisation and impairment	\$'000 2,156 (4)	\$'000 2,156 (4)
Cost (gross carrying amount) Accumulated amortisation and impairment Net carrying amount	\$'000 2,156	\$'000 2,156
Cost (gross carrying amount) Accumulated amortisation and impairment Net carrying amount At 30 June 2005	\$'000 2,156 (4) 2,152	\$'000 2,156 (4) 2,152
Cost (gross carrying amount) Accumulated amortisation and impairment Net carrying amount At 30 June 2005 Cost (gross carrying amount)	\$'000 2,156 (4) 2,152 5,108	\$'000 2,156 (4) 2,152 5,108
Cost (gross carrying amount) Accumulated amortisation and impairment Net carrying amount At 30 June 2005 Cost (gross carrying amount) Accumulated amortisation and impairment	\$'000 2,156 (4) 2,152 5,108 (311)	\$'000 2,156 (4) 2,152 5,108 (311)
Cost (gross carrying amount) Accumulated amortisation and impairment Net carrying amount At 30 June 2005 Cost (gross carrying amount) Accumulated amortisation and impairment Net carrying amount	\$'000 2,156 (4) 2,152 5,108	\$'000 2,156 (4) 2,152 5,108
Cost (gross carrying amount) Accumulated amortisation and impairment Net carrying amount At 30 June 2005 Cost (gross carrying amount) Accumulated amortisation and impairment	\$'000 2,156 (4) 2,152 5,108 (311)	\$'000 2,156 (4) 2,152 5,108 (311)
Cost (gross carrying amount) Accumulated amortisation and impairment Net carrying amount At 30 June 2005 Cost (gross carrying amount) Accumulated amortisation and impairment Net carrying amount Year ended 30 June 2005 Net carrying amount at start of the year	\$'000 2,156 (4) 2,152 5,108 (311) 4,797	\$'000 2,156 (4) 2,152 5,108 (311) 4.797
Cost (gross carrying amount) Accumulated amortisation and impairment Net carrying amount At 30 June 2005 Cost (gross carrying amount) Accumulated amortisation and impairment Net carrying amount Year ended 30 June 2005 Net carrying amount at start of the year Additions (from internal development)	\$'000 2,156 (4) 2,152 5,108 (311) 4,797	\$'000 2,156 (4) 2,152 5,108 (311) 4.797
Cost (gross carrying amount) Accumulated amortisation and impairment Net carrying amount At 30 June 2005 Cost (gross carrying amount) Accumulated amortisation and impairment Net carrying amount Year ended 30 June 2005 Net carrying amount at start of the year Additions (from internal development) Disposals	\$'000 2,156 (4) 2,152 5,108 (311) 4,797 2,152 2,953	\$'000 2,156 (4) 2,152 5,108 (311) 4.797 2,152 2,953
Cost (gross carrying amount) Accumulated amortisation and impairment Net carrying amount At 30 June 2005 Cost (gross carrying amount) Accumulated amortisation and impairment Net carrying amount Year ended 30 June 2005 Net carrying amount at start of the year Additions (from internal development)	\$'000 2,156 (4) 2,152 5,108 (311) 4,797	\$'000 2,156 (4) 2,152 5,108 (311) 4.797

		2006 \$'000	2005 \$'000
13	CURRENT LIABILITIES - PAYABLES	7 000	\$ 000
	Accrued salaries and wages and on-costs	1,088	1,164
	Creditors	3,044	3,437
		4,132	4,601
14	CURRENT / NON-CURRENT LIABILITIES - PROVISIONS Current		
	Employee benefits and related on-costs	7.006	7 706
	Recreation leave*	7,996 1,512	7,706 1,035
	Long service leave oncosts	9,508	8,741
	Other Provisions	2,000	
	Restoration Costs	26	97
	Total Current Provisions	9,534	8,838
		2,00	
	Non-Current		
	Employee benefits and related on-costs Long service leave oncosts	80	54
	Long service leave offcosts	80	
	Other Provisions		
	Restoration Costs	620	512
	Total Non-Current Provisions	700	566
	Total Provisions	10,234	9,404
	·		
	* Recreation leave expected to be settled after more than twelve (2004-05: \$1.541 million).	e months is \$1.199	million
	Aggregate employee benefits and related on-costs		
	Provisions - current	9,508	8,741
	Provisions - non-current	80	54
	Accrued salaries, wages and on-costs (Note 13)	1,088	1,164

Other provisions represents the present value of the Department's obligation to make-good leased premises, at reporting date. Initial make-good estimates are based on previous restoration costs of similar premises. The assumed settlement date is based on contractual lease terms. The amount and timing of each estimate is reassessed annually.

10,676

9,959

Movements in provisions (other than employee benefits)

Movements in each class of provision during the financial year, other than employee benefits, are set out below:

	Restoration
	Costs
2006	\$'000
Carrying amount at the beginning of financial year	608
Additional provisions recognised	33
Amount used	(18)
Unused amounts reversed	(7)
Unwinding of the discount rate	30
Carrying amount at the end of financial year	646

15	CURRENT LIABILITIES - OTHER		
	Liability to Consolidated Fund	234	464
	Commonwealth funding liability	-	-
	State funding liability	-	-
	Other	-	4
		234	468

16 CHANGES IN EQUITY		ccumulated Asset Revaluation Total Funds Reserve Equity				
	2006 \$'000	2005 \$'000	2006 \$'000	2005 \$'000	2006 \$'000	2005 \$'000
Balance at the beginning of the financial year	166,713	146,908	57,474	68,702	224,187	215,610
Changes in equity - transactions with owners as owners						
Increase/ (decrease) in net assets from equity transfers (Note 17)	(1,205)	(14,263)	-	-	(1,205)	(14,263)
Total	(1,205)	(14,263)	-	-	(1,205)	(14,263)
Changes in equity - other than tran with owners as owners	sactions					
Surplus/ (deficit) for the year	(139)	22,841	-	-	(139)	22,841
Increment on revaluation of Land, Buildings and Infrastructure	-	-	5,741	-	5,741	-
Total	(139)	22,841	5,741	-	5,602	22,841
Transfers within equity Asset revaluation reserve balance transferred to accumulated funds						
on disposal of asset	2,642	11,227	(2,642)	(11,227)	-	
Total	2,642	11,227	(2,642)	(11,227)	-	
Balance at the end of the financial year	168,011	166,713	60,573	57,475	228,584	224,188

Asset revaluation reserve

The asset revaluation reserve is used to record increments and decrements on the revaluation of non-current assets. This accords with the agency's policy on the "Revaluation of Physical Non-Current Assets" as discussed in Note 1.

17	DECREASE IN NET ASSETS FROM EQUITY TRANSFERS	2006 \$'000	2005 \$'000
	Land and buildings	1,205	12,498
	Plant and equipment	-	120
	Infrastructure systems		1,645
	Decrease in net assets from administrative restructuring	1,205	14,263

Non-current assets from the former Yasmar Juvenile Justice Centre were transferred to the Department of Lands in May 2006, following reservation of the site under the *Crown Lands Act* (1989). In the prior year, non-current assets from the former Kariong Juvenile Justice Centre were transferred to the Department of Corrective Services, in November 2004.

18 COMMITMENTS FOR EXPENDITURE

(a) Capital Commitments

Aggregate capital expenditure for the acquisition of plant and equipment contracted for at balance date and not provided for:

Not later than one year

Total (including GST)

4,980

4,980

8,445

(b) Operating Lease Commitments

Future non-cancellable operating lease rentals not provided for and payable:

Not later than one year	4,254	3,242
Later than one year and not later than five years	5,558	5,883
Later than five years	-	1
Total (including GST)	9,812	9,126

These commitments are not recognised in the financial statements as liabilities. They comprise rental leases on offices, and leases on motor vehicles.

The total commitments include input tax credits of \$1,341,818 (\$1,597,334 in 2004-2005), which represents the GST that is estimated to be recoverable from Australian Taxation Office.

19 BUDGET REVIEW

Net cost of services

Actual net cost of services were higher than budget by \$7.6million. This was mainly due to loss on disposal of Yasmar land of \$8.4million.

Assets and liabilities

Total assets were lower than budget by \$1.4million. This was mainly due to the decrease in receibable by \$1.8million.

Total liabilities were lower than budget by \$0.1million.

Cash flows

The actual Net Cash Flows from Operating Activities were higher than budget by \$1.8million. This was mainly due to the TMF workers compensation hindsight adjustment received \$3.8million.

RECONCILIATION OF NET CASH FLOWS FROM OPERATING ACTIVITIES TO NET COST OF SERVICES	2006 \$'000	2005 \$'000
Net cash flows from operating activities	15,760	42,506
Cash Flows from Government - Recurrent Appropriation	(122,658)	(110,427)
Cash Flows from Government - Capital Appropriation	(12,906)	(34,318)
Acceptance by the Crown Entity of employee		
benefits and other liabilities	(3,645)	(9,080)
Depreciation	(6,685)	(6,466)
Net Gain/(Loss) on sale of land & buildings, plant & equipment	(9,685)	(11,282)
(Increase)/decrease in payables	469	(1,033)
(Increase)/decrease in provisions	(797)	(868)
(Increase)/decrease in other current liabilities	234	(72)
Increase/(decrease) in receivables	(906)	56
Non-cash revenue	1,471	
Net cost of services	(139,348)	(130,984)

Non-cash component for transfers of fixed assets amount to \$1,205,000 (2004-05: \$14,263,000) (Note 17).

21 TRUST FUNDS

20

Cash held on behalf of Juveniles:

Balance at the end of the financial year	4	56
Less: Payments	(137)	(74)
Add: Receipts	85	117
Balance at the beginning of the financial year	56	13

22 FINANCIAL INSTRUMENTS

The Department's principal financial instruments are outlined below. These financial instruments arise directly from the Department's operations. The Department does not enter into or trade financial instruments for speculative purposes. The Department does not use financial derivatives.

Cash

Cash comprises cash on hand and bank balances within the Treasury Banking System. Interest is earned on daily bank balances at the monthly average NSW Treasury Corporation (TCorp) 11am unofficial cash rate adjusted for a management fee to Treasury.

Receivables

All trade debtors are recognised as amounts receivable at balance date. Collect ability of trade debtors is reviewed on an ongoing basis. Debts which are known to be uncollectable are written off. An allowance for impairment is raised when there is objective evidence that the entity will not be able to collect all amounts due. The credit risk is the carrying amount (net of any allowance for impairment). No interest is earned on trade debtors. The carrying amount approximates net fair value.

Trade Creditors and Accruals

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in Treasurer's Direction 219.01. If trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. Treasurer's Direction 219.01 allows the Minister to award interest for late payment. No such interest was awarded during the year (2004-05: nil)

Fair value

Financial instruments are carried at (amortised) cost. The fair value of financial instruments approximates their carrying value.

Bank Overdraft

The Department does not have any bank overdraft facility.

Treasury Advances

The Department has received an advance of \$3million (2004-05: \$2.264million) from NSW Treasury with a term of 1 year. The Department does not expect to repay any NSW Treasury Advances.

23 CONTINGENT LIABILITIES

No contingent liabilities as at balance date (2004-05: \$200,000-\$300,000 for redundancies associated with the Kariong transfer to the Department of Corrective Services).

24 THE FINANCIAL IMPACT OF ADOPTING AUSTRALIAN EQUIVALENTS TO INTERNATIONAL FINANCIAL REPORTING STANDARDS (AEIFRS)

The Department has applied the AEIFRS for the first time in the 2005/06 financial report. The key areas where changes in accounting policies have impacted the financial report are disclosed below. Some of these impacts arise because AEIFRS requirements are different from previous AASB requirements (AGAAP). Other impacts arise from options in AEIFRS that were not available or not applied under previous AGAAP. The Department has adopted the options mandated by NSW Treasury for all NSW public sector agencies. The impacts below reflect NSW Treasury's mandates and policy decisions.

The impacts of adopting AEIFRS on total equity and surplus/(deficit) as reported under previous AGAAP are shown below: There are no material impacts on the Department's cash flows.

(a) Reconciliations – 1 July 2004 and 30 June 2005

Reconciliation of equity under previous Accounting Standards (AGAAP) to equity under AEIFRS:

	Notes	30 June 2005** \$′000	1 July 2004* \$'000
Total equity under previous AGAAP		224,412	215,610
Adjustments to accumulated funds			
Recognition of restoration costs	1	(224)	-
Total equity under AEIFRS		224,188	215,610

^{* =} adjustments as at the date of transition

Reconciliation of surplus / (deficit) under previous AGAAP to surplus / (deficit) under AEIFRS:

Year ended 30 June 2005	Notes	\$'000
Surplus / (deficit) under previous AGAAP		23,065
Recognition of depreciation and finance costs for the provision for restoration costs	1	(224)
Surplus / (deficit) under AEIFRS		22,841

Based on the above, application of AEIFRS in 2004/05 has increased the Net Cost of Services from \$130,760 to \$130,984.

Notes to tables above:

1. AASB 116 requires the cost and fair value of property, plant and equipment to be increased to include the estimated restoration costs, where restoration provisions are recognised under AASB 137 *Provisions, Contingent Liabilities and Contingent Assets.* This treatment was not required under previous AGAAP. As a result, the provision, net carrying amount of property, plant and equipment, depreciation expense and finance costs related to the unwinding of the restoration provision have all increased.

^{**=} cumulative adjustments as at date of transition plus the year ended 30 June 2005

(b) Financial Instruments – 1 July 2005 first time adoption impacts

As discussed in Note 1(c), the comparative information for 2004-05 for financial instruments has not been restated and is presented in accordance with previous AGAAP. AASB 132 and AASB 139 have been applied from 1 July 2005. However, as further discussed in Note 1(aa), the Department's receivables are recognised and carried at cost, based on the original invoice amount less a provision for any uncollectible debts. Debts which are known to be uncollectible are written off. A provision for doubtful debts is raised when some doubts as to collection exists. Since the method adopted by the Department for impairment testing of receivables under previous AGAAP is consistent with AEIFRS, there is no adjustment to accumulated funds.

(c) Grant recognition

The Department, as a *not-for-profit entity*, has applied the requirements in AASB 1004 *Contributions* regarding contributions of assets (including grants) and forgiveness of liabilities. There are no differences in the recognition requirements between the new AASB 1004 and the previous AASB 1004. However, the new AASB 1004 may be amended by proposals in Exposure Draft and ED 147 *Revenue from Non-Exchange Transactions (Including Taxes and Transfer).* If the ED 147 approach is applied, revenue and / or expense recognition will not occur until either the Department supplies the related goods and services (where grants are in-substance agreements for the provision of goods and services) or until conditions are satisfied. ED 147 may therefore delay revenue recognition compared with AASB 1004, where grants are recognised when controlled. However, at this stage, the timing and dollar impact of these amendments is uncertain.

END OF AUDITED FINANCIAL STATEMENTS

juvenile justice



Appendices



Appendices

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1. Principal Legislation

The Department is responsible for administering the following Acts:

- The Young Offenders Act 1997 (Part 5 and Schedule 1), which sets out the responsibilities of the Department in the administration of youth justice conferences.
- The Children (Community Service Orders) Act 1987, which details the responsibility of the Department in supervising juvenile offenders placed on community service orders.
- The Children (Detention Centres) Act 1987, which governs the administration of juvenile justice centres and the care and supervision of juvenile detainees.
- The Children (Interstate Transfer of Offenders) Act 1988, which specifies the requirements for the transfer of young offenders from or to NSW, and for the transfer of young offenders through NSW from one State to another.

2 Changes In Legislation

The Government introduced the *Children* (*Detention Centres*) Amendment Act 2006 to Parliament in May 2006. It was passed by Parliament in June 2006 and will come into effect on 1 July 2006. The Amendment Act amends the *Children* (*Detention Centres*) Act 1987, the *Children* (*Criminal Proceedings*) Act 1987 and the *Crimes* (*Administration of Sentences*) Act 1999 to improve administration of detention centres and the management of detainees.

The Amendment Act:

allows the Director General of the Department of Juvenile Justice to enter into a memorandum of understanding with the Commissioner of Corrective Services with respect to the handling of riots and disturbances at detention centres. The amendments will enable the Commissioner of Corrective Services to provide officers from the Department of Corrective Services to assist with quelling actual serious disturbances, or imminent serious disturbances, at juvenile detention centres upon request by the Director General of the Department of Juvenile Justice.

- provides an indisputable legislative base for urinalysis testing of detainees. This will allow for the detection of illicit drug or alcohol use. It will also identify staff who may represent an occupational health and safety risk to themselves and other staff members.
- enables the Department of Juvenile Justice to require a juvenile justice officer who is on duty or on site in a detention centre to submit to a breath analysis or to provide a sample for the purpose of testing for drugs and alcohol. The amendments also enable a juvenile justice officer who has been taken to hospital following an incident in which a person has been injured or died to provide a sample for the purpose of testing for drugs and alcohol.
- makes changes concerning confinement. Prior to the Act, detainees could be isolated (with respect to serious offences) for a maximum of 3 hours (in the case of detainees under 16) or 12 hours (in the case of detainees 16 or over). Amendments increase the maximum period of isolation to 12 hours and 24 hours, respectively. Strict procedures will be put in place to govern the use of these extended provisions.
- provides for the segregation of detainees as distinct from confinement. Segregation is not a punishment for misbehaviour, it is used in situations where a detainee exhibits extremely challenging behaviour, to the extent that he or she is a danger to himself, herself or to others. The amendments remove the strict upper limit on segregation periods subject to approval of the Director General.
- amended section 28 of the Children (Detention Centres) Act to provide that a detainee who is

between 18 and 21 years can be transferred to adult custody if the Children's Court authorises the transfer, the detainee requests the transfer, or he or she meets one of the above-mentioned conditions.

makes it clear that a transfer order may be made in relation to a detainee who is absent from, or has not yet been received at, a detention centre. The effect of this amendment is that detainees who are over the age of 21 (such as those who have been arrested following revocation of their parole) can be taken directly to a correctional centre rather than to a detention centre. It is also intended to apply the same processes employed for the automatic transfer of those older detainees from juvenile custody to adult custody under section 19 of the *Children (Criminal Proceedings) Act* 1987.

3 Significant Judicial Decisions

JIW v The Director of Public Prosecutions (NSW) - [2005] NSWSC

This case, whilst not directly affecting the operations of the Department, provides useful guidance to Courts in construing section 31(3) of the Children (Criminal Proceedings) Act 1987. JIW, a child of almost 18 years was charged with dangerous driving causing death. The Supreme Court considered an appeal as to whether the young person should be tried summarily or according to law. The appeal was lost and JIW was committed to the District Court. It is possible that the decision presents a precedent for other matters in similar circumstances in that they may be tried according to law, rather than according to the Children (Criminal Proceedings) Act. The possible consequences for the Department is that juvenile offenders tried according to law are subject to longer maximum sentences.

The Court of Criminal Appeal case of *Regina v AN* [2005] *NSWCCA* concerns the imposition of a limiting term on a juvenile offender with a severe

mental impairment. The Court considered the approach to sentencing a person who was a young child at the time of the offence, whether general deterrence was warranted and the effect of a long delay since the offence was committed.

4 Status of Implementation of Recommendations of the Royal Commission into Aboriginal Deaths In Custody

Formal reporting in relation to the implementation of the recommendations of the Royal Commission into Aboriginal Deaths in Custody are no longer required from government agencies. Therefore, no formal report is included in this appendix.

However, the Department has maintained a strong monitoring system on the implementation of the recommendations of the Royal Commission into Aboriginal Deaths in Custody through its review processes for juvenile justice centres.

The Department remains committed to the implementation of the recommendations and there has not been a client death within a juvenile justice centre since the establishment of the Department in 1991.

5 Disability Action Plan Status Report 2004-2006

The Department's Disability Strategic Group, chaired by the Director General, assisted in the development of the Disability Action Plan 2004-2006. The main focus of the Disability Action Plan is to develop the disability competence and confidence of staff across the Department and to develop partnerships with external agencies. The Disability Action Plan is being implemented across the Department and has been placed on the Department's internet and intranet sites.

The Disability Strategic Group comprises both internal and external stakeholders. Major external stakeholders are the Department of Ageing,

Disability and Home Care, NSW Health, the Department of Education and Training, the Commonwealth Department of Employment and Workplace Relations and a number of advocacy groups such as the Intellectual Disability Rights Service, NSW Council for Intellectual Disability, the Deafness Forum and People with Disability.

Progress in 2005-2006

The following planned initiatives were achieved in the year:

- The Department's eNewsletter focused on disability issues on International Day of People with Disability in December 2005
- The Youth Justice Conferencing (YJC) Disability Scoping Exercise commenced in April 2006 and scopes the experiences of the conferencing process for young persons and victims with a range of disabilities. It considers how the conferencing process can be modified to maximise opportunities for those with disabilities to communicate effectively and participate fully in the process. It aims to build the capacity of convenors to facilitate conferences where participants have disabilities. This will have longer-term benefits for participants and the whole conferencing process
- A training package for YJC convenors was finalised and includes:
 - Evaluations for the convenor, young person, victim, supports, and police to complete after each conference
 - Contact/resource information for a range of disability services
 - Deafness materials and resources
 - Communication hints and tools
 - Information on understanding intellectual disability
 - Amendments to the YJC Policy and Procedures Manual in relation to disability.

- The Director General chaired a session of the Justice Disability Advisory Group, Attorney General's Department to discuss juvenile justice disability issues and whole of government strategies for addressing them
- The Disability Strategic Group identified a body of useful reports and information for the development of concrete projects around young people with complex needs in the juvenile justice system and through education, health and employment pathways.

6 Ethnic Affairs Priority Statement (EAPS)

Ethnic Affairs Priority Plan for 2004-2006

The Department's ethnic affairs priorities for 2004-2006 include:

- ensuring that the Department's Equity Committee drives the EAPS planning and reporting
- enhancing the cultural appropriateness of services to all Culturally and Linguistically Diverse (CALD) groups in juvenile justice centres and community offices
- developing and delivering cultural training for staff
- ensuring equitable access for CALD clients to funded services that are responsive to cultural and linguistic diversity.

Progress in Implementing the Plan

Progress has been made in implementing the Department's ethnic affairs priorities for 2004-2006 in the following key framework areas:

Communication

Information was circulated to staff in the use of

Community Languages Assistance Scheme (CLAS). In 2005-2006 a greater update of applications to complete the CLAS examination was received after the scheme was promoted by the Department's Equity Committee and CLAS material was made available to all staff.

The use of interpreters has been consistent by direct care staff.

A qualitative survey of service delivery was conducted across the Department to identify practises and barriers in relation to interpreter use and training needs. The survey also identified specific service delivery locations to CALD clients.

Program/Service Delivery

Strategies to ensure that the Department's community based services are accessible and responsive to the needs of clients from culturally diverse backgrounds include:

- the employment of bilingual workers in identified juvenile justice officer and counsellor positions
- recruitment and use of CALD mentors to provide additional support to young people on community based orders
- running culturally appropriate group work programs for young people on community based orders
- funding post release support services which specifically target CALD clients
- providing cross cultural training for staff
- achieving adequate representation of CALD staff members on departmental committees has been identified as a priority in the Department's Equity Action Plan.

Staffing

Specific EAPS initiatives for staff under the Department's Equity Plan include:

- facilitating CALD representation on departmental committees
- a review of the CLAS with the aim of improving the uptake by departmental officers
- targeted recruitment initiatives to increase the number and representation of CALD staff employed by the Department.

Funded Services

Funded Services are required to plan for cultural and linguistic diversity in service delivery through their Funding Agreements with the Department that require the development of an Equity Action Plan by the Funded Agency.

The Department requires all funded services to utilise professional interpreter and translation services when working with CALD clients with English language difficulties.

Access to funded programs by CALD clients is captured through the Department's specific data collection system in the Client Information Management System (CIMS) for the Community Funding Program (CFP).

Planning and Evaluation

EAPS planning and reporting is undertaken as part of the corporate planning process.

Planning for ethnic affairs initiatives is informed by consultation with business areas within the Department.

The Department utilises ethnicity data when making decisions about the allocation of funding and positions within the state. For example, ethnicity data has influenced the location of identified Juvenile Justice Officer and counsellors positions.

7 NSW Government Action Plan for Women

The NSW Government Action Plan for Women outlines the Government's commitments, priorities and initiatives for women. In 2005-2006 the Department of Juvenile Justice continued to review and progress its initiatives and commitment to women clients and staff.

Government Philosophy in Relation to Women and the Whole-of-Government Approach to Addressing Women's Issues and Concerns

Australian Government policies on women are influenced by the nation's commitments under the Convention of Elimination of All Forms of Discrimination against Women and reinforced in the Platform for Action adopted at the Fourth United Nations World Conference on Women in Beijing in 1995.

The principles of equity, access, rights and participation underpin the NSW Government's philosophy in relation to women. In particular, the Government focuses on initiatives and services for women with the least access to social and economic resources.

Government Policy Orientations in Relation to Women's Interests in the Specific Areas in which the Department Operates

The Department addresses the concerns and needs of women through the implementation of the Equity Action Plan. The principles of equity, access, rights and participation are employed to provide the foundation for policy development, ensuring that:

- women clients receive a full range of appropriate services,
- women are given a fair opportunity to gain employment in the Department, and
- female staff members are able to fully participate in the workforce.

Specific Departmental Initiatives

Initiatives for Female Clients

A Young Women's Advisory Committee was established in September 2005 to support and coordinate service delivery for young women in the juvenile justice system.

In August 2005, the Department opened the new Juniperina Juvenile Justice Centre for young female offenders to replace the older facilities at Yasmar Juvenile Justice Centre. The new centre offers an enhanced capability for the Department provide programs to meet the specific needs of young women in custody.

Karitane, in partnership with the Department, developed an Adolescent Mothers in Custody Program funded by a federal grant. The program enables a range of services to be provided to Juniperina Juvenile Justice Centre, including education and training for young mothers, supported extended day visits for the children of young women in detention and post-release support.

Initiatives for Female Staff

The Department provides targeted Equity Scholarships for female staff to boost career development and retention of females. In 2005-2006, 12 equity scholarships were awarded to female staff.

The Department has an active Spokeswomen's program. All newly elected Spokeswomen attend training by the Central Coordinating Committee of Spokeswomen. A Spokeswomen's Strategic Plan has been developed and three additional Spokeswomen appointed.

Female staff are well represented at senior levels of the Department, with two of three Senior Executive Officer level positions, three Directors, three of the five Regional Director positions and an Assistant Regional Director position occupied by women.

8 Number of Officers and Employees by Category

Salary Scale	30 June 2004			30 June 2005			30 June 2006		
	Total Staff	Women	CALD **	Total Staff	Women	CALD **	Total Staff	Women	CALD **
Salaries below clerical officer grade 1,21 year old rate or equivalent	6	3	0	0	0	0	1	1	0
Salaries from clerical officer grade 1, 21 year old rate to below minimum clerk Grade 1 rate or equivalent	190	83	9	151	75	11	219	96	16
Grade 1-2 or equivalent	411	151	30	455	167	27	412	163	26
Grade 3-5 or equivalent	212	106	15	199	109	24	213	113	20
Grade 6-9 or equivalent	293	156	23	298	159	23	329	166	27
Grade 10-12 or equivalent	42	15	1	41	18	2	46	23	2
Grade 12 or equivalent	9	4	0	12	7	0	15	8	0
Total staff in established positions	1163	518	0	1156	535	87	1235*	570	91

Notes:

- 1,235 is a count (as at 25/6/2006 Workforce Profile) of permanent, temporary and casual staff who were paid in that fortnight.
- *This does not account for employees who separated prior to the census period or who were not paid in the census period, which was 27 June 2005 to 25 June 2006.
- ** Does not include Aboriginal and Torres Strait Islander staff.

9 Trends in the Representation and Distribution of EEO Groups

Table A	Trends in the Representation of EEO Groups (1)					
			% of T	otal Staff	(2)	
	Benchmark or target	2002	2003	2004	2005	2006
Women	50%	46%	45%	45%	46%	46%
Aboriginal people and Torres Strait Islanders	2%	9.6%	9.4%	10%	10%	9.8%
People whose first language was not English	20%	10%	11%	11%	11%	10%
People with a disability	12%	4%	3%	4%	4%	4%
People with a disability requiring work-related adjustment	7%	0.6%	0.6%	0.5%	0.6%	0.6%

Table B	Trends in the Distribution of EEO Groups (1)					
			Distrib	ution Inc	lex ⁽³⁾	
	Benchmark	2002	2003	2004	2005	2006
Women	100	108	103	105	105	105
Aboriginal people and Torres Strait Islanders	100	104	104	97	98	95
People whose first language was not English	100	93	97	99	100	100
People with a disability	100	120	109	103	99	109
People with a disability requiring work-related adjustment	100	N/A	N/A	N/A	N/A	N/A

Notes to Tables A and B:

- 1. Staff numbers as at 25 June 2006
- 2. Excludes casual staff who were not paid during the period 27 June 2005 to 25 June 2006
- 3. A distribution index of 100 indicates that the centre of the distribution of the EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the EEO group is less concentrated at lower salary levels.

10 Overseas Visits

The table below outlines details of official overseas visits conducted by departmental staff in 2005-2006.

Officer	Date	Destination	Purpose
Jenny Bargen, Director Youth Justice Conferencing (Visit funded by the Northern Ireland Government)	7 - 9 March 2006	Ireland	Present paper at Conference – Restorative Practices: Relationships, Justice and Citizenship
Terry Keighran, Manager, Youth Justice Conferencing, Coffs Harbour (Visit funded by the Northern Ireland Government)	7 - 9 March 2006	Ireland	Present workshops at Conference – Restorative Practices: Relationships, Justice and Citizenship
Steve Miller, Regional Director, Southern (Visit funded by the Human Rights Commission)	20 - 22 March 2006	China	China-Australia Human Rights Technical Cooperation: Juvenile Justice Consultation
Marjorie Anderson, Manager Executive Services (Visit funded by the Human Rights Commission)	20 - 22 March 2006	China	China-Australia Human Rights Technical Cooperation: Juvenile Justice Consultation

11 Code of Conduct and Guarantee of Service

Code of Conduct

The Department's Code of Conduct establishes an ethical framework to which all staff are expected to adhere in undertaking their work responsibilities.

In addition, the Department's Internal Reporting Policy establishes an internal procedure for the reporting of corrupt conduct, maladministration and serious and substantial waste in the Department, and outlines the procedures that are to be followed so that staff are afforded the protection of the Protected Disclosures Act 1994 (NSW) when reporting corrupt conduct.

All staff as part of their induction must complete self-paced learning kits on the Code of Conduct and Internal Reporting Policy. In addition, these policies are covered in Values, Attitudes and Ethics, one of the modules of the Department's course Certificate III in Juvenile Justice. This module is compulsory for direct care custodial staff and other staff are strongly encouraged to attend this training.

Guarantee of Service

Regular Quality Reviews examine each juvenile justice centre for compliance with the Australasian Standards for Juvenile Custodial Facilities and institute actions for improvement. The review process includes several focus groups of staff and detainees and an inspection of the

physical environment and records of the centre. In 2005-2006, the Department piloted an enhanced quality assurance process for its

juvenile justice centres. The results of this pilot will be appraised in 2006-2007.

12 Freedom of Information

FREEDOM OF INFORMATION REQUESTS

	Personal Other		То	tal			
	FOI Requests	04/05	05/06	04/05	05/06	04/05	05/06
		2002	2004	2002	2004	2005	2006
A1	New (including transferred in)	22	19	6	5	28	24
A2	Brought forward	0	0	0	0	0	0
А3	Total to be processed	22	19	6	5	28	24
A4	Completed	22	14	5	5	27	19
A5	Transferred out	0	2	1	0	1	2
A6	Withdrawn	0	0	0	0	0	0
A7	Total processed	22	16	6	5	28	21
A8	Unfinished (carried forward)	0	3	0	0	0	3

Res	sult of FOI Request	Personal		Other		
110		04/05	05/06	04/05	05/06	
B1	Granted in full	16	11	5	1	
B2	Granted in part	6	2	0	2	
В3	Refused	0	1	0	2	
B4	Deferred	0	0	0	0	
B5	Completed NB A4=B5	22	14	5	5	

F	For	mal consultations	Issued		Other	
			04/05	05/06	04/05	05/06
С)1	Number of requests requiring formal consultations	2	3	2	3

	Basis of disallowing	Per	sonal	Otl	ner
	or restricting access	04/05	05/06	04/05	05/06
G1	Section 19 (applic. Incomplete, wrongly directed)	0	2	1	0
G2	Section 22 (deposit not paid)	0	1	0	1
G3	Section 25(1)(a1) (diversion of resources)	0	0	0	1
G4	Section 25(1)(a) (exempt)	6	2	0	1
G5	Section 25(1) (b), (c), (d) (otherwise available)	0	0	0	0
G6	Section 28(1)(b) (documents not held)	0	0	0	0
G7	Section 24(2) – deemed refused, over 21 days	0	0	0	0
G8	Section 31(4) (released to Medical Practitioner)	1	0	0	0
G9	TOTALS	7	5	1	3

		Assessed costs		FOI Fees	Received
		04/05	05/06	04/05	05/06
H1	All completed requests	\$2,475	\$1,770	\$1,350	\$390

	Type of Discount	Per	sonal	Otl	ner
	Allowed	04/05	05/06	04/05	05/06
I1	Public interest (incl. S 43(2) of the CCYP Act ¹⁶)	2	1	0	0
12	Financial hardship – pensioner / child	17	12	0	0
13	Financial hardship – Non profit organisation	0	0	0	0
14	Totals	19	13	0	0
15	Significant correction of personal records	0	0	0	0

	Elapsed time	Per	sonal	Otl	ner
		04/05	05/06	04/05	05/06
J1	0 – 21 days	15	11	4	3
J2	22 – 35 days	4	3	2	1
J3	Over 35 days	3	2	0	1
J4	Totals	22	16	6	5

	Processing time	Per	sonal	Otl	ner
	3 · · · · · · · · · · · · · · · · · · ·	04/05	05/06	04/05	05/06
K1	0 – 10 hours	18	15	5	4
K2	11 – 20 hours	4	1	1	1
K3	21 – 40 hours	0	0	0	0
K4	Over 40 hours	0	0	0	0
K5	Totals	22	16	6	5

Re	eviews and Appeals	04/05	05/06
L1	Number of Internal Reviews finalised	0	0
L2	Number of Ombudsman Reviews finalised	0	0
L3	Number of ADT appeals finalised	0	0

¹⁶ Under section 43(2) of the *Commission for Children & Young People Act* 1998, persons against whom the Department has relevant disciplinary proceedings do not have to pay any fees that would normally be payable under the *Freedom of Information Act* 1989 for making an application for access to information relating to the disciplinary proceedings.

ADDITIONAL INFORMATION

No Ministerial Certificates were issued in either 2004–2005 or 2005-2006.

No requests were received from applicants in either 2004–2005 or 2005-2006 to amend personal records.

No requests were received from applicants in either 2004–2005 or 2005-2006 to notate personal records.

Impact on the organisation: Nil.

FREEDOM OF INFORMATION STATEMENT OF AFFAIRS

Under the *Freedom of Information Act* 1989 each NSW government Department or agency is required to publish an annual Statement of Affairs.

The statement describes the structure and function of the agency and lists the categories of documents held by the agency. It also sets out how to obtain documents eligible for public scrutiny under legislation. The following information satisfies the legislative requirements of the Act.

THE STRUCTURE AND FUNCTIONS OF THE ORGANISATION

The Department serves the community by working to reduce the risk of re-offending by young people who have been charged with or who have committed criminal offences.

These young people include those who are referred and accepted for youth justice conferencing, those who are placed in a juvenile detention centre pending appearance at court and those sentenced by a court to community based supervision or to a period of custody in a juvenile detention centre.

Departmental services for young people on court orders are grouped into the Northern Region, Southern Region, Western Region, Hunter/Central Coast Region and the Metropolitan Region and are managed by Regional Directors. Youth justice conferencing services are managed statewide by a Director based in Central Support Office in Sydney.

More detailed information about the types of services provided by the Department can be found elsewhere in this annual report.

THE RELATIONSHIP BETWEEN THE DEPARTMENT'S FUNCTIONS AND THE WIDER COMMUNITY

The Department has the responsibility of protecting the community from young people the court considers to be a danger to society and whose behaviour warrants a custodial order. For less serious offenders, community-based programs operate to ensure that family and community links are maintained and strengthened while the young person is under the Department's supervision.

For those young offenders who are referred to a youth justice conference, victims are given the opportunity to directly participate in juvenile justice, in compliance with the NSW Charter of Victims Rights. In addition, and in keeping with the requirements of the *Crimes (Administration of Sentences) Act* 1999, the Department of Juvenile Justice established and maintains a Victims Register. Through the Victims Register, the Department provides support and information to victims of crime as outlined in the NSW Government Charter of Victims Rights.

A number of community organisations are funded by the Department to provide supplementary services to young offenders, including accommodation support and post-release services.

PUBLIC PARTICIPATION IN POLICY FORMULATION AND THE FUNCTIONS OF THE DEPARTMENT

The Department of Juvenile Justice places strong emphasis on community consultation in developing its policies and programs. The Department consults with relevant community groups and other stakeholders in the planning of new community-based and centre-based services.

The Juvenile Justice Advisory Council has a responsibility to promote public awareness and facilitate constructive discussion on juvenile justice matters. Membership of the council includes representatives of peak youth organisations and relevant government agencies.

THE TYPES OF DOCUMENTS HELD BY THE DEPARTMENT

The Department of Juvenile Justice holds the following records:

Client Files

Five types of hard copy files are maintained on clients. Current client records are located in the offices responsible for the supervision of the client. Records for clients are retained by the Department until the individual reaches 18 years of age. After this, records are sent to the Government Records Repository.

Detainee Files (D Files)

These files record all matters relating to clients who are serving control orders in juvenile justice centres or who have been placed in a juvenile justice centre pending an appearance at court.

Community Files (C Files)

These files contain records of the Department's community supervision of juvenile offenders on court orders.

Casework Files

These files contain all casework records, such as case plans and case reports, of juvenile offenders on court orders.

Youth Justice Conferencing (purple) files

These files contain records of all youth justice conferences, including offence and referral details, information on potential and actual participants, date, time and place of the conference, tasks in agreed Outcome Plans and information on community monitors, and all steps in monitoring the completion of the agreed Outcome Plan by the young offender.

Medical and Health Files (Allied Health Files)

The "Allied Health File" (detainee health file) is jointly held by Justice Health and the Department of Juvenile Justice as it contains health information from health professionals employed by the Department of Juvenile Justice and Justice Health. The Department of Juvenile Justice is in possession and control of the sections of the file marked "Psychology" and "Alcohol and Other Drug" and Justice Health is in possession and control of the remainder of the file.

The Department of Juvenile Justice is responsible for the management and storage of the detainee health file in keeping with the relevant legislation and government policies relating to privacy and record keeping.

Administrative Files

These files contain all records related to the day-to-day administration of the Department including financial and accounting records, property records, agendas and minutes of meetings, correspondence, etc.

Policy and Procedural Documents

The Department maintains policy and procedure documents, including operational manuals for youth justice conferencing, community-based services and custodial services.

Computerised Records

The Department maintains a computerised client information system, personnel records, purchasing and financial management systems.

Court Records

The Department maintains computerised records of juveniles' court matters that have been finalised. This information is used on a daily basis by the Courts and law enforcement agencies and is also retained for statistical analysis and planning purposes.

Public Relations and Information Documents

The Media and Communications Unit has a selection of information pamphlets and brochures publicising the Department's services. A detailed list of publications is located in the relevant section of this annual report.

DOCUMENT INSPECTION AND ACCESS ARRANGEMENTS

The Freedom of Information Act 1989 aims to extend, as far as possible, the rights of the public to obtain access to information held by the Government, and to ensure that all records held by the Government concerning the personal affairs of members of the public are not incomplete, incorrect, out of date or misleading.

The following information is provided to assist the public in making an application for access to documents held by the Department.

It is the Department's policy to allow current clients who request access to their personal information to see their own file in the presence of a member of staff without the need for formal application under the *Freedom of Information Act* 1989 or the *Privacy and Personal Information Protection Act* 1998. Documents from applicants' relevant files are made available on formal application. FOI application forms are available on the Department's internet site, www.djj.nsw.gov.au.

Prior to any information being given, the applicant must be able to establish their right to such information.

Applications for access to the Department's documents under the Freedom of Information Act must:

- be in writing;
- specify that the request is made under the Freedom of Information Act 1989; and
- be accompanied by a \$30 application fee or reduced rate fee, as required.

This application should be forwarded to:

The Freedom of Information Officer Department of Juvenile Justice P.O. Box K399 HAYMARKET NSW 1240

Inquiries should be directed in the first instance to the Freedom of Information Officer by telephone (02) 9219 9442, or by facsimile (02) 9219 9414.

On determination of requests, arrangements can be made to gain access to documents and obtain copies at the Central Support Office of the Department Level 24, 477 Pitt Street, Sydney. Inspection times are generally between 9am and 5pm, Monday to Friday.

If errors in personal information are found, arrangements can be made for the Department to make any necessary amendments.

13 Privacy and Personal Information Protection Act 1998

1. Action being taken by the agency in complying, with the requirements of the Privacy and Personal Information Protection Act 1998 (the "PPIP Act"):

The PPIP Act requires all agencies to draft a Privacy Management Plan (section 33). Following a review of privacy protection practices, the Department of Juvenile Justice is drafting a Privacy Management Plan which will be finalised in 2006-2007. An interim Department of Juvenile Justice Privacy Policy has been developed.

The Department of Juvenile Justice has participated in the Human Services Senior Officers Privacy Working Group to address barriers to sharing information across the human services sector. The outcome from the meetings was the insertion of "Part 4 Human Services" to the *Privacy Code of Practice (General) 2003* (made from 1 July 2005).

In 2005-2006 the Human Services Senior Officers Privacy Working Group has also participated in the production of guidelines for best practice information sharing across NSW human services government agencies.

2. Statistical details of any review conducted on or behalf of the agency under Part 5 of the PPIP Act:

Part 5 of the PPIP Act applies to conduct in contravention of the PPIP Act. Persons aggrieved by the conduct of a public sector agency in relation to the provisions of the PPIP Act may request an internal review under the PPIP Act.

No requests for review under the PPIP Act have been received, and no internal reviews were conducted in 2005-2006.

14 Exceptional Movements in Wages, Salaries or Allowances

There were no exceptional movements in wages, salaries or allowances during 2005-2006.

15 Statistics Regarding Financial Matters and Credit Card Certification

Leave Entitlements

As at 30 June 2006, \$7.996 million was provided for employee recreation leave entitlements. Long service leave entitlements accepted by The Crown Transactions Entity were \$11.945 million. Long service leave oncosts were \$1.592 million.

Use of Consultants

Consultants equal to or more than \$30,000

Consultant	\$ Cost	Title/Nature
Management services Internal Audit Bureau	\$40,156	Review of Community Funding Program

Total consultancies equal to or more than \$30,000

\$40,156

Consultancies less than \$30,000

During the year 11 other consultancies were engaged in the following areas:

Information technology	\$38,000
Management services	\$58,723
Organisational	\$18,000

Total consultancies less than \$30,000

\$30,000 \$114,723 Total Consultancies \$154,879

Grants

Funds Granted To Non Government Organisations For The Year Ended 30 June 2006

Grants of more than \$5,000 were made to the following non-government organisations:

Organisation	Amount \$
ACCESS COMMUNITY TRAINING	78,063
ALBURY WODONGA YOUTH EMERGENCY	198,129
ANGLICARE NSW	63,972
ANGLICARE YOUTH & FAMILY SERVICE	74,920
BARNARDOS AUSTRALIA	158,246

Organisation	Amount \$
CASSY INC	111,882
CENTACARE SYDNEY	141,204
CENTACARE	204,755
CENTRAL ILLAWARRA YOUTH SERVICES	40,454
COMMUNITY COTTAGES	6,000
COMMUNITY PROGRAMS INCORPORATED	73,000
COMMUNITY TRANSPORT GROUP	10,000
DJIGAY STUDENT ASSOCIATION INC	41,460
FAIRFIELD COMMUNITY RESOURCE CENTRE	63,234
FAR WEST FAMILY SERVICES	21,000
GALILEE INC	5,205
GRAFTON ESTATE TENANTS AND	10,000
JA-BIAH ABORIGINAL CORPORATION	396,076
KEMPSEY PCYC	31,518
MARIST YOUTH CARE	133,889
MISSION AUSTRALIA HEAD OFFICE	607,857
PCYC COFFS HARBOUR	65,633
PCYC LISMORE	11,550
PCYC MOREE	72,597
RELATIONSHIPS AUSTRALIA	47,450
SCIENTIFIC MANAGEMENT ASSOCIATES	62,620
SOUTH SYDNEY YOUTH SERVICES	82,472
SOUTHERN YOUTH & FAMILY SERVICES	100,222
SW MULTICULTURAL & COMMUNITY CENTRE	14,501
PCYC TAMWORTH	8,600
THE SALVATION ARMY YOUTHLINK	99,995
THE TED NOFFS FOUNDATION INC	2,120,127
TRIPLE CARE FARM	15,702

Organisation	Amount \$
TRUSTEES OF THE CHRIST BROTHER	52,258
VINNIES RECONNECT DENILIQUIN	10,000
WAVERLEY ACTION FOR YOUTH SERVICE	63,234
WESTERN COLLEGE OF ADULT EDUCATION	63,036
Y ON THE PARK HOTEL	63,036

Credit Card Certification

In accordance with Treasurer's Direction 205.01, it is certified that credit card usage by officers of the Department of Juvenile Justice has been in accordance with the appropriate Government policy, Premier's Memoranda and Treasurer's Directions.

16 Payment of Accounts

Payment Performance

The information below shows that by the last quarter of 2005-2006, approximately 98% of total payments are paid within 30 days of due date. Payment performance reflects the statewide coverage of the Department's activities.

No penalty interest was paid during the year for late payments.

Accounts paid on time within each quarter							
Ouarter	Total Acco	Total Amount					
	Target %	Target % Actual % \$Million \$Million					
September	95	90	30.76	34.05			
December	95	92	17.75	19.38			
March	95	89	18.09	20.29			
June	95	94	24.86	26.43			

Aged analysis at end of each quarter 2005 - 2006												
	Current withi due da	n	30 days		Between 30 and 60 days overdue		Between 60 and 90 days overdue		More than 90 days overdue		Total	
Quarter	\$Million	%	\$Million	%	\$Million	%	\$Million	%	\$Million	%	\$Million	%
September	30.76	90	3.14	9	0.10	0	-0.44	-1	0.50	1	34.05	100
December	17.75	92	1.14	6	0.33	2	0.11	1	0.04	0	19.38	100
March	18.09	89	1.52	7	0.44	2	0.02	0	0.26	1	20.29	100
June	24.86	94	0.89	3	0.45	2	0.11	0	0.12	0	26.43	100

17 Major Assets

Acmena Juvenile Justice Centre	Liverpool Intensive Programs Unit
Lots 1 & 57 Swallow Road	7 Speed Street
South Grafton 2460	Liverpool 2170
Blacktown Intensive Programs Unit	Newcastle JJCS
211 Stephen Street	24 Maitland Road
Blacktown 2148	Islington 2296
Broken Hill Juvenile Justice Centre	Orana Juvenile Justice Centre
146 Chloride Street	Westview Street
Broken Hill 2880	Dubbo 2830
Cobham Juvenile Justice Centre	Reiby Juvenile Justice Centre
Water Street	Briar Road
St Marys 2760	Airds 2560
Frank Baxter Juvenile Justice Centre	Riverina Juvenile Justice Centre
Pacific Highway	Fernleigh Road
Kariong 2250	Mount Austin 2650
Juniperina Juvenile Justice Centre	Stanmore Intensive Programs Unit
169 Joseph Street	22 Middleton Street
Lidcombe 2141	Petersham 2049
Keelong Juvenile Justice Centre	Windorah Park
Staff Road	14L Furneys Road
Unanderra 2526	Dubbo 2830

18 Land Disposal

The Yasmar Juvenile Justice Centre (JJC) at Haberfield was decommissioned in August 2005 when operations transferred to Juniperina JJC, the newly completed detention centre for young women in Lidcombe. Following the closure of Yasmar JJC, the Department considered various options within NSW Government asset disposal guidelines, for the disposal of the Yasmar site – the options included transfer to or use by another government Department.

In order to protect the heritage assets and to secure the future of the site, the Government declared Yasmar as crown land under the *Crown Lands Act*, 1989. The Yasmar Reserve Trust was gazetted on 19 May 2006.

The Department of Juvenile Justice will continue to use part of the site, including a number of the centre buildings, as a training facility under a leasehold arrangement.

The heritage house and gardens will be administered by the Lands Administration Ministerial Corporation pending a suitable occupancy arrangement with the local council.

Yasmar has now been transferred from the Department to Crown Leaseholds. The land is currently recorded in the Department's asset register with a value of \$9.6m. However, Crown Leaseholds have valued it at \$1.205m, so the transfer will result in an "accumulated loss on disposal" of \$8.35m, which is reflected in the annual accounts for 2005-2006.

19 Waste Reduction and Purchasing

The Department's procurement process is centralised. When procuring all goods and services for DJJ the procurement team uses an environmental checklist. By using this checklist the following objectives are achieved:

Waste avoidance/reduction in all forms of

procurement;

- Energy efficiency and conservation;
- Reduction of waste; and
- Minimisation of materials used.

The Department has approved the aggregation of printing consumables through a single source supplier for a period of two years. This supplier manufactures and supplies recycled toner cartridges. The supplier also collects all used toner cartridges.

The Department has significantly increased the procurement of materials made with recycled content. In addition to the normal stationery items such as paper and printer consumables, the Department procures hygiene products such as toilet paper and kitchen towels with recycled content for most of its custodial and office facilities.

20 Energy Management

The Department continues to achieve energy efficiency where practicable.

The Department has extended its retail electricity contract and will continue to procure six percent of green power across all locations.

The Department's energy consumption during 2004-2005 (the most recent complete reporting period) was 53,496 gigajoules (GJ), down from 54,609 GJ in the previous year. This is a reduction of 1113 GJ for the year, on top of 471 GJ reduction during the previous year.

The Department's average greenhouse rating is 10.4 which is above the required average greenhouse rating of 10 set for the NSW government sector by the Premiers Department.

Motor vehicles

During the year the focus remained on introducing replacement vehicles with lower emissions and fuel consumption, to comply with the Premiers Department requirement. Careful selection of replacement vehicles was undertaken to ensure long-term reduction in lease costs.

The motor vehicle fleet across the state has been reduced from an average of 230 vehicles in 2004-2005 to an average of 220 vehicles in 2005-2006.

Unleaded petrol cars comprise 76 percent of the total fleet and diesel vehicles are now 16 percent of the fleet as a result of the introduction of more secure detainee transport vehicles using diesel fuel. Toyota Prius electric-hybrid vehicles comprise one percent of the fleet.

LPG fuel vehicles continue to be used. However, the proportion of LPG vehicles in the total fleet has reduced from the previous year by one percent due to increased use of diesel vehicles. In future, LPG models will replace vehicles fuelled by unleaded petrol, in selected areas where the cost benefit will be greatest.

Proportion of vehicles by fuel type							
	2003-2004	2003-2004 2004-2005 2005-2006					
UNLEADED	81%	77%	76%				
LPG	10%	8%	7%				
DIESEL	9%	15%	6%				
HYBRID		1%	1%				

Smaller vehicles are being introduced into the fleet where appropriate, further reducing emissions and fuel consumption. The range of car makes is diversified across all major manufacturers on State Government contract.

21 Principal and Senior Executive Positions

As at 30 June 2006 the Department's senior executive team was:

Ms Jennifer Mason, Director General and Chief Executive Officer

Mr Peter Muir, Assistant Director General (Operations)

Ms Stephanie Cross, Assistant Director General (Management Services)

The number of executive positions at the end of the reporting year were:

Level Number

SES Level 5 1 SES Level 2 2

There were two female Senior Executive Officers employed at 30 June 2006. This is an increase of one from 30 June the previous year. There has been no overall increase in the number of Senior Executive Officers.

Executive Position Holders on or above Level 5

As at 30 June 2006 the Director General, Ms Jennifer Mason was the only executive officer employed at SES Level 5 or above. A statement on the performance of Ms Mason appears on page 119.

The value of the total remuneration package for the Director General as at 30 June 2006 was \$214,369. Ms Mason commenced in the position on 4 October 2005.



The Hon Tony Kelly MLC
Minister for Justice
Minister for Juvenile Justice
Minister for Emergency Services
Minister for Lands
Minister for Rural Affairs
Leader of the House - Legislative Council

PERFORMANCE STATEMENT FOR DIRECTOR GENERAL DEPARTMENT OF JUVENILE JUSTICE

NAME:

Jennifer Mason

POSITION:

Director General

PERIOD:

4 October 2005 - 30 June 2006

Results:

Ms Mason has successfully led the department during the period 2005/2006 in accordance with her performance agreement.

She has overseen the implementation of the following initiatives:

- Completion of the Cobham and Reiby capital works programs
- · Establishment of a new training facility at the former Yasmar centre
- Complete overhaul of legislation governing juvenile detention centres
- Significant progress on new structure for the department's community services
- Establishing an agreement with NSW Fire Brigades to participate in Youth Justice Conferences
- Actively participated on the Corrections Board of Management and the Justice Health Board.
- Overhaul of complaints/investigations systems of DJJ staff.
- Completion of the takeover of detainee transport responsibilities from NSW Police
- Evaluation of Aboriginal Over-representation Strategic Plan and commenced developing a new Aboriginal Strategic Plan.
- Establishing an agreement with the Commission for Children and Young People on handling of complaints against centre staff.

Ms Mason has discharged her responsibilities diligently, exercising sound judgement and providing a high level of leadership to the department.

Her performance has been satisfactory with real progress in a range of key initiatives.

The Hon Tony Kelly

Minister for Juvenile Justice

22 Significant Interdepartmental, Interagency and Internal Committees

SIGNIFICANT INTERDEPARTMENTAL AND INTERAGENCY COMMITTEES

Chief Executive Officer Forums:

Commitee	Member
Criminal Justice System Standing Committee of Chief Executive Officers	Director General
Chief Executive Officers Group on Aboriginal Affairs	Director General
Human Services Chief Executive Officers Forum	Director General
Public Sector Chief Executive Officers Forum	Director General
Australasian Juvenile Justice Administrators	Director General

Interdepartmental/Interagency Committees:

Commitee	Members
Disability Strategic Group	Director General
Justice Health Board	Director General
Corrections Board of Management	Director General
Department of Juvenile Justice/NSW Treasury Liaison Meeting	Director General Assistant Director General (Management Services)
Department of Juvenile Justice/NSW Ombudsman's Office Liaison Meeting	Director General Assistant Director General (Operations) Assistant Director General (Management Services)
Department of Juvenile Justice/Public Service Association Joint Consultative Committee	Director General Assistant Director General (Operations) Assistant Director General (Management Services) Director Human Resources
Department of Juvenile Justice/ Department of Commerce Capital Works Steering Committee	Director General Assistant Director General (Management Services) Manager, Procurement and Property Services
Department of Juvenile Justice Audit and Risk Management Committee	Director General Assistant Director General (Management Services)
Cross Justice Agencies Videoconferencing System Steering Commitee	Assistant Director General (Operations)
Department of Juvenile Justice/Justice Health Industry Partners Committee	Assistant Director General (Operations) Director, Psychological and Specialist Services

Appendices

Interagency Custody Reference Group	Assistant Director General (Operations)
Parramatta Justice Precinct Interdepartmental Planning Committee	Regional Director, Metropolitan Director Transport, Placements and Drug Intelligence
Redfern Waterloo Partnership Project	Regional Director, Metropolitan
Western Sydney DJJ/DoCS MOU Regional Coordination Group	Assistant Regional Director
South Western Sydney DJJ/DoCS MOU Regional Coordination Group	Assistant Regional Director
Child Protection (Offenders Registration) Amendment Act 2004 Implementation Committee	Director, Psychological and Specialist Services Assistant Director, Psychological and Specialist Services
Interdepartmental Committee on the Mental Health (Criminal Procedure) Act 1990	Assistant Director, Psychological and Specialist Services
State Reference Group on Diversion	Director, Youth Justice Conferencing
Youth Interagency Taskforce	Director, Office of the Director General

Advisory Committees:

Commitee	Members
Youth Justice Advisory Committee	Director General Director, Youth Justice Conferencing
Young Women's Advisory Committee	Young Women's Advisory Committee
Corrective Services Department Restorative Justice Advisory Committee	Director, Youth Justice Conferencing
Criminal Justice Support Network Advisory Committee	Director, Youth Justice Conferencing
Gang Squad Advisory Council	Director Transport, Placements and Drug Intelligence
Children's Court Clinic Professional Advisory Group	Director, Psychological and Specialist Services
Criminal Justice Research Network	Director, Research, Planning and Evaluation

Senior Officers' Committees:

Commitee	Members
Senior Officers' Coordinating Committee on Alcohol	Assistant Director General (Operations)
Senior Officers' Committee for the Intensive Court Supervision Scheme	Assistant Director General (Operations)
Department of Education and Training / Department of Juvenile Justice Senior Officers' Group	Assistant Director General (Operations)
Senior Officers' Co-ordinating Committee on Drugs (Diversion)	Director, Youth Justice Conferencing
Child Protection Senior Officers' Group	Director, Psychological and Specialist Services
Senior Officers' Coordinating Committee on Drugs & Alcohol	Director, Psychological and Specialist Services
Senior Officers' Group on Mental Health	Director, Psychological and Specialist Services Assistant Director Psychological & Specialist Services
Senior Officers' Group – Criminal Justice System CEOs Forum	Director, Office of the Director General
Senior Officers' Group on Intellectual Disability and the Criminal Justice System	Director, Office of the Director General
Senior Officers' Group – Human Services CEOs Forum	Director, Office of the Director General
Partnership Against Homelessness	Director, Office of the Director General
Youth interagency Task Force	Director, Office of the Director General
Two Ways Together Justice Cluster Senior Officers' Group	Manager, Aboriginal Unit
Senior Officers' Group - Human Services, Illawarra	Regional Director, Southern
Senior Officers' Group - Human Services, North Coast	Regional Director, Northern
Senior Officers' Group – Human Services, South West Sydney	Regional Director, Metropolitan Assistant Regional Director, Metropolitan
Senior Officers' Group – Human Services, Inner West Sydney	Regional Director, Metropolitan
Senior Officers' Group - Human Services, Western Sydney	Assistant Regional Director, Metropolitan
Senior Officers' Group - Youth Drug and Alcohol Court Program	Assistant Regional Director, Metropolitan Director, Psychological and Specialist Services
Overcoming Indigenous Disadvantage Report Senior Officers Group	Manager, Aboriginal Unit
	Privacy Policy Officer, Legal Unit

Senior Officers' Group - Aboriginal Child Sexual Assault Taskforce	Director, Research, Planning and Evaluation
Justice Cluster Senior Officers' Group – Results and Services Plan Working Group	Manager, Planning and Evaluation

Premier's Department Regional Coordination Management Groups:

Commitee	Members
Illawarra/South East Region	Regional Director, Southern
Western Region	Regional Director, Western
Riverina/Murray Region	Regional Director, Western
New England and North Coast Regions	Regional Director, Northern
South West and Western Sydney Regions	Regional Director, Metropolitan

SIGNIFICANT INTERDEPARTMENTAL, INTERAGENCY COMMITTEES CONVENED BY THE DEPARTMENT OF JUVENILE JUSTICE

Disability Strategic Group

The purpose of this group is to assist the Department in developing better linkages with other Departments (State and Commonwealth) and advocacy groups whose services Young People with Disabilities (YPWD) in contact with the juvenile justice system may have difficulties accessing. This group is chaired by the Director General and meets four times a year.

It includes both internal stakeholders from across the Department and external stakeholders such as the Department of Ageing, Disability and Home Care, NSW Health, the Department of Education and Training, and the Commonwealth Department of Employment and Workplace Relations and a number of advocacy groups such as the Intellectual Disability Rights Service, People with Disability, NSW Council for Intellectual Disability, and the Deafness Forum.

Public Service Association/Department of Juvenile Justice Joint Consultative Committee

This committee has been established in accordance with industrial protocols as a

forum for employee representatives and senior management of the Department to raise and address a range of employment related and workplace issues.

Department of Juvenile Justice Audit and Risk Management Committee

Chaired by an independent chair, the functions of this committee are:

- overseeing the internal audit function within the Department
- reviewing the audit function and plan
- reviewing the adequacy and quality of financial controls and reporting in the Department
- reviewing the Department's financial statement, and
- assessing the performance of the Department's financial management.

SIGNIFICANT INTERNAL COMMITTEES

Executive Management

Department of Juvenile Justice Executive Committee

The Executive Committee is responsible for the corporate governance of the Department. This is achieved by:

- Providing a strategic policy framework
- Setting corporate priorities
- Approving the corporate plan, the results and services plan and other major plans of action and performance objectives
- Monitoring corporate performance
- Being accountable for meeting government requirements through implementation of agreed priorities within specified timeframes.

The Executive Committee considers issues with the broadest corporate significance and future capacity building issues. Accordingly, the committee considers those matters that:

- Have significant corporate policy, strategic or operational implications or are identified as being of significant risk to the Department
- Have significant Department-wide implications
- Significantly effect the efficiency of the organisation's performance
- Involve significant departmental resources (including human and financial).

The committee is chaired by the Director General.

Operations Management

Operations Committee

The Operations Committee is a regular meeting of regional directors and other senior managers to address issues relating to the statewide operation of the Department relating to young people on community and custodial orders.

Programs Subcommittee

This committee oversees and develops the Department's approach to the overall coordination, implementation, monitoring and evaluation of programs in the Operations Directorate of the Department. The Programs Sub-Committee reports to the Operations Committee.

Drug and Alcohol Steering Committee

This committee was established to oversee the implementation of a number of major initiatives, which were developed as a result of the NSW Drug Summit in 1999. These initiatives included involvement in the establishment and operation of the NSW Youth Drug and Alcohol Court, expansion of the Department's Alcohol and Other Drug counselling program, and the establishment of two rural drug rehabilitation services.

Young Women's Advisory Committee

The Young Women's Advisory Committee provides advice to the Director General on issues of significance affecting young women and girls in the juvenile justice system.

Assessment Review Taskforce

This group is reviewing and developing client assessment procedures and instruments to be used with DJJ clients.

Classification Steering Committee

The goal of this committee is to develop a new classification system for clients in juvenile justice centres. Its membership consists of departmental officers with expertise in various relevant areas including centre management, psychological and specialist services, Aboriginal affairs, information management and technology as well as external experts including representation from DET and NSW Corrective Services.

Fire Safety Committee

This committee provides advice on matters relating to fire safety in custodial, community and transport environments.

Disability Action Steering Group

This group coordinates the implementation of the Disability Action Plan, to ensure that young people in the Department with a range of disabilities are provided with the most appropriate services.

Corporate Management

Finance Committee

The Finance Committee meets monthly. It oversees the more formal monthly budgetary control procedures and provides for closer integration between the budgetary and planning processes. The committee is chaired by the Director General.

Fraud Control and Corruption Prevention Committee

The committee oversees the development and implementation of the Department's fraud control system. It undertakes risk identification and assessment, with a view to establishing or strengthening existing fraud control measures.

Occupational Health and Safety Committee

There are OHS Committees at each detention centre, regional area and Central Support Office. The role of each Committee is to assist in the consultation and implementation of programs and procedures that are developed by the Health & Staff Entitlements Unit. Committees also perform risk assessments for their location. As part of the 2005-2008 OHS&IM Strategic Plan, the Department's Executive Committee has approved the establishment Department-wide OHS&IM Steering Committee. The Steering Committee has an overarching responsibility to oversee the implementation of the Strategic Plan and report to the Executive on the progress and achievements against the Plan.

Workforce Planning Steering Committee

The Workforce Planning Steering Committee was formed to develop and implement initiatives to better manage recruitment, induction, accredited and non-accredited training, progression (Award), legislative compliance, turnover, absenteeism and controlled cyclical workforce planning processes. The Director Human Resources chairs the Committee and the Committee reports to the Assistant Director General (Operations) and the Assistant Director

General (Management Services) as sponsors.

Equity Committee

The committee has been established to promote fair practices in the organisation, identify equity priorities through consulting with all staff (these priorities form the Equity Action Plan), advise and support management to implement the Equity Action Plan, and monitor the Department's progress in implementing the Equity Action Plan.

Professional Conduct Committee

The Professional Conduct Committee was established to assess allegations of misconduct and reportable conduct by employees of the Department.

Employee Risk Assessment Committee

The Employee Risk Assessment Committee addresses staff performance management issues where some pattern of risk in working with children has been identified at the local level.

Research Steering Committee

This committee has been established to develop a research agenda and oversee the approval and implementation of research in the Department of Juvenile Justice.

Information Management and Communications Technology (IM&CT) Steering Committee

This group is responsible for oversighting all major Information Management and/or Technology initiatives, including significant projects around information standards, data collection, data quality issues and major enhancements or modifications to corporate computer applications and systems.

Advisory Committees

Aboriginal Staff Advisory Committee

The functions of this committee are to:

 Provide advice on the needs of Aboriginal children and young people in residential services

- Provide Aboriginal staff with an effective voice in policy and program development
- Provide advice on the Department's methods of consultation with Aboriginal communities
- Assist in the monitoring of the Department's implementation of recommendations from the Royal Commission into Aboriginal Deaths in Custody
- Initiate consideration of any issues of concern to either Aboriginal staff or Aboriginal communities
- Advise the Department on the training and support needs of Aboriginal staff
- Advise on Aboriginal cultural awareness training for the Department's staff.

COMMITTEES CEASED DURING 2005-2006

NSW Law Reform Commission Reference Group on Sentencing Young Offenders

As the Law Reform Commission submitted its draft report to the Attorney General, an advisory committee was no longer necessary.

Internet and Intranet Steering Committee

This committee ceased as it completed its projects to revise the Department's internet and intranet sites.

23 Publications: New and Current

List of publications

Annual Report 2004-2005 Client Protection Policy

Aboriginal Over-representation Strategic Plan Girls' and Young Women's Action Plan 2002-2004 Brochure: About the Department of Juvenile Justice

Brochure: DNA Testing, What does it mean for young people?

Brochure: Youth Justice Conferencing: a guide

Youth Justice Conference Convenors Quick Reference Guide Detainee Urinalysis Information Form
JJ Jigsaw (electronic departmental newsletter)
Tagata Moana – Pacific Island Resource Guide
Family Information Kit

Juvenile Justice Centre Induction Booklets

What goes on in Cobham? What goes on in Reiby? What goes on in Keelong? What goes on in Riverina? What goes on in Acmena? What goes on in Baxter? What goes on in Orana?

Code of Conduct Pocket Guide

Psychological and Specialist Services Pamphlets

Forensic Program Violent Offender Program Sex Offender Program Alcohol and Other Drugs Program

24 Cost of Producing the Annual Report

The total external cost for producing 2005-2006 Annual Report was \$19,033.30 (gst inclusive). The report is available from the Department's web site www.djj.nsw.gov.au.

25 Access and Addresses

Minister

Office of the Minister for Justice Minister for Juvenile Justice Minister for Emergency Services Minister for Lands Minister for Rural Affairs Level 34, Governor Macquarie Tower 1 Farrer Place Sydney 2000 Phone (02) 9228 3999 Fax (02) 9228 3988

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and Water Street
St Marys 2760
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Fax (02) 9673 3233

Hunter-Central Coast Region Level 3, 40 Mann Street Gosford 2250 Phone (02) 4325 4477 Fax (02) 4325 4701

Northern Region

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C/- Dubbo Juvenile Justice
Community Services

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Juvenile Justice Centres

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Juniperina 169 Joseph St Lidcombe 2141 Phone (02) 8737 5000 Fax (02) 8737 5021

Keelong Staff Road Unanderra 2526 Phone (02) 4271 5044 Fax (02) 4271 5697 Orana

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Reiby

20 Briar Road Airds 2560 Phone (02) 4629 3800 Fax (02) 4629 3856

Riverina

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Blacktown

211 Stephen Street Blacktown 2148 Phone (02) 9831 2588 Fax (02) 9831 2470

Youth Drug and Alcohol Court

Joint Assessment and Review Team

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Juvenile Justice Community Services

Albury

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Corner Meade & East Avenue PO Box 142 Glen Innes 2370 Phone (02) 6732 4489 Fax (02) 6732 4490

Gosford

15 Watt Street PO Box 1927 Gosford 2250 Phone (02) 4325 6800 Fax (02) 4323 4441

Goulburn

23 Clifford Street PO Box 1202 Goulburn 2580 Phone (02) 4822 1232 Fax (02) 4822 1939

Grafton

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Moree

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Muswellbrook

3/168 Bridge Street Muswellbrook 2333 Phone 02) 6541 1191 Fax (02) 6543 1551

Newcastle

24 Maitland Road PO Box 121 Islington 2296 Phone (02) 4962 3755 Fax (02) 4902 8641

Nowra

3a Nowra Lane PO Box 781 Nowra 2541

Phone (02) 4423 0556 Fax (02) 4423 4919

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265 Lords Place PO Box 971 Orange 2800 Phone (02) 6361 1282 Fax (02) 6361 1329

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